



FIFA WORLD CUP
Qatar 2022



FIFA World Cup Qatar 2022™

Development of the Sustainability Strategy





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Introduction

We are pleased to share with you this report on the FIFA World Cup Qatar 2022™ Sustainability Strategy development process.

This document sets out in detail the approach taken by the tournament organisers to identify our strategic priorities and define our strategic objectives in order to maximise the tournament's contribution to people's well-being, economic development and environmental protection in the short and long term.

This document has been developed as a supporting reference document to the FIFA World Cup Qatar 2022™ Sustainability Strategy and should be read in conjunction with it.

It provides an overview of the strategy development process for FIFA World Cup Qatar 2022 stakeholders, and for other sustainability programmes and professionals who we hope can benefit from our experience.

The [FIFA World Cup Qatar 2022™ Sustainability Strategy](#) is a landmark in the history of the FIFA World Cup™ as the first sustainability strategy to be developed and delivered jointly by all three primary delivery partners for the tournament: FIFA, the FIFA World Cup Qatar 2022 LLC (Q22) and the Supreme Committee for Delivery and Legacy (SC):

FIFA

World football's governing body, FIFA is the owner of the FIFA World Cup and ultimate decision-making authority for the tournament, setting the technical requirements, coordinating the delivery of the competition and managing the key tournament stakeholders.

FIFA World Cup Qatar 2022 LLC (Q22)

Q22 is a limited liability company incorporated by FIFA and the Qatar 2022 Local Organising Committee. It is responsible for the planning and delivery of operations and services for the tournament, directly supporting the day-to-day delivery of the matches in accordance with the requirements of FIFA and the needs of each constituent group.

Supreme Committee for Delivery & Legacy (SC)

Established in 2010, the SC is the lead Qatari government entity responsible for the delivery of the tournament stadiums and infrastructure and associated services, as well as the coordination and delivery of host country operations and legacy programmes associated with these projects.

Through this unique tripartite collaboration, the strategy considers all of the tournament organisers’ activities and builds on both the sustainability experience and standards of FIFA and Local Organising Committees in previous FIFA World Cups and the SC’s significant achievements and ongoing legacy programmes.

In building the FIFA World Cup Qatar 2022™ Sustainability Strategy, we:

- sought to align our process with relevant international standards, including ISO 20121:2012 – Event Sustainability Management Systems, ISO 26000:2010 – Guidance on Social Responsibility, and AA1000 – the Stakeholder Engagement Standard (AA1000SES);
- assessed the best ways to contribute to national and international development goals, in particular the United Nations (UN) Sustainable Development Goals (SDGs) and associated targets and the Qatar National Vision (QNV) and development strategy;
- developed and implemented a novel approach to integrate our human rights responsibilities under the UN Guiding Principles for Business and Human Rights (UNGPs) into the broader sustainability strategy for the tournament.

The selection of our strategic priorities for the tournament is grounded in a materiality assessment as well as in an assessment to identify salient human rights issues for the FIFA World Cup Qatar 2022. We hope that this document will allow other sustainability programmes and professionals to benefit from our cumulative experience.



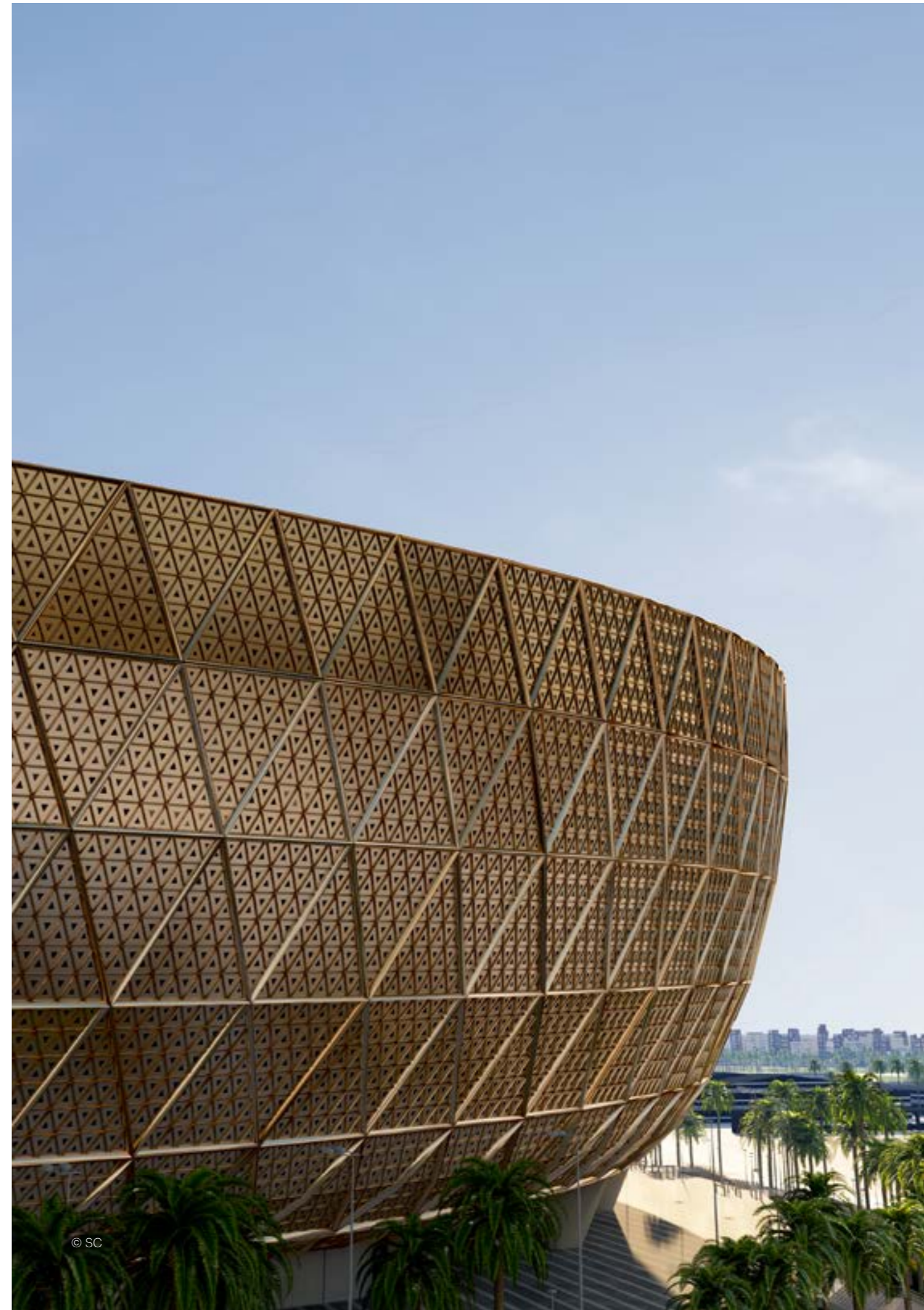
Our Sustainability Strategy Development Process



An overview of the strategy development process is presented below. Each of the three phases of the process are described in more detail in the following three chapters. For each phase, we provide an overview of the approach that was taken, as well as the key outputs from stakeholder engagement and the corresponding response by the tournament organisers. In the fourth chapter of the document, we provide an overview of our stakeholder engagement.

The development of the FIFA World Cup Qatar 2022™ Sustainability Strategy was led by the FIFA World Cup Qatar 2022 Sustainability Working Group (SWG) and Sustainability Steering Group (SSG), and final approval was provided by the FIFA Secretary General and Q22 Chairman/SC Secretary General. The Senior Sustainability Manager at Q22 coordinated the efforts across primary delivery partners and consultation with internal and external stakeholders, to develop the Sustainability Strategy.

For more information on the governance of the development of the sustainability strategy, please see objective G1 (p. 79) in the FIFA World Cup Qatar 2022™ Sustainability Strategy.



Analysis of Context, Strategy and Requirements

In the first stage of the strategy development process, FIFA, Q22 and the SC analysed the context and identified sustainability topics potentially linked to the tournament.

In the first stage of the strategy development process, FIFA, Q22 and the SC analysed the context and identified sustainability topics potentially linked to the tournament. This objective was achieved through a comprehensive review and analysis of:

- **the scope of the tournament:** the full range of activities involved in the preparation, staging, and post-tournament phases of a FIFA World Cup, including all those under the direct control of the tournament organisers as well as those of other organisations within their sphere of influence or otherwise linked to them, such as suppliers and contractors;
- **international context and development goals:** UN SDGs and associated targets, and the positive and negative impacts that the FIFA World Cup Qatar 2022 activities could have on the achievement of those goals;
- **national context, development plans and commitments:** Qatar's national development strategies and goals, as well as laws and regulations related to sustainability; status reports related to Qatar addressing sustainable development goals, human rights and economic development; and risks and opportunities related to organising the tournament in Qatar;
- **FIFA sustainability requirements:** sustainability-related requirements and regulations for organising the FIFA World Cup Qatar 2022 according to FIFA standards;
- **existing FIFA World Cup Qatar 2022 strategies and programmes:** existing environmental, social and economic strategies, programmes, projects and initiatives related to the organisation of the FIFA World Cup Qatar 2022, predominately those planned or being delivered by the SC, as well as the sustainability-related commitments in Qatar's bid to host the FIFA World Cup 2022;
- **learning from international standards and guidelines and previous major sporting events:** sustainability topics and best practices identified in relevant international standards and guidelines, including ISO 20121:2012 – Event Sustainability Management Systems, ISO 26000:2010 – Guidance on Social Responsibility, and the Global Reporting Initiative (GRI) Standards (including the GRI Event Organizers Sector Disclosures), as well as sustainability topics and best practices from previous FIFA World Cups and other major sporting events.

Based on the analysis conducted, the tournament organisers identified a longlist of over 100 potentially relevant sustainability topics describing the impacts that specific activities linked to the FIFA World Cup Qatar 2022 could have on the economy, the natural environment, people and communities. This list was condensed to a list of 30 topics, presented in Annexe A. In developing this shortlist of topics, we sought to combine overlapping or similar topics. We also sought to include in our shortlist the potential impacts of activities linked to the FIFA World Cup Qatar 2022 on the economy, the natural environment, people and communities, rather than the activities that generate those impacts. Lastly, we sought to exclude topics deemed irrelevant in the context of the FIFA World Cup Qatar 2022 – these topics, and the reasons for their exclusion, are presented in Annexe B.

Identification of Strategic Priorities

In the second stage of the strategy development process, the tournament organisers selected the priority topics to be addressed by the FIFA World Cup Qatar 2022™ Sustainability Strategy.

These topics were selected through an assessment of material sustainability topics for the tournament, defined as the most significant and influenceable impacts that the FIFA World Cup Qatar 2022 could have on the economy, the natural environment, people and communities.

In order to integrate their human rights responsibilities under the UNGPs into this process, the tournament

organisers conducted a separate assessment to identify salient human rights issues for the tournament in accordance with best practice in business and human rights, in parallel to conducting an initial assessment of material sustainability topics based on existing best practice in the field of sustainability. They then integrated these two perspectives to identify the final set of material sustainability topics for the FIFA World Cup Qatar 2022 to be addressed in the sustainability strategy.

Materiality assessment

With the initial materiality assessment, the tournament organisers identified the preliminary set of material sustainability topics for the FIFA World Cup Qatar 2022 based on existing best practice in the field of sustainability.

Prioritisation of topics

The shortlist of 30 relevant topics identified in the first phase of the strategy development process were assessed and prioritised according to the following three dimensions:

- significance of positive or negative impacts linked to each topic – the size and strength of the changes caused by the FIFA World Cup 2022 on economies, natural environments, communities and individuals, assessed according to the number of people whose socio-economic conditions, rights and/or well-being could be affected by the impact of a topic, how much they would notice such changes in their lives and to what extent adverse effects could be remediated;
- level of influence of tournament organisers to change the impacts linked to each topic – the ability that the tournament organisers have to influence or control the enhancement of positive impacts or reduction of negative impacts associated with each topic, based on whether they have direct control over the activities that generate the relevant impacts, or some level of influence derived from their ownership or governance of, economic relationship with, or legal or political authority over other organisations generating relevant impacts;

- importance of topics to stakeholders – the level of internal or external stakeholder concern about each topic and how much each topic influences the decisions of stakeholders.

The first two dimensions were considered to be the primary criteria to determine priorities to be addressed in the FIFA World Cup Qatar 2022™ Sustainability Strategy. The dimension of importance of a topic to stakeholders was also assessed and considered because it is key when communicating and reporting on our sustainability performance to stakeholders. The assessment of shortlisted topics according to all three dimensions was conducted on the basis of a survey sent to internal and external stakeholders, as well as research-based analysis; these two approaches are described in the following sections.

Research-based analysis

First, the tournament organisers reviewed a wide range of reports, studies and news articles relevant to particular topics, as well as the impact of the tournament overall or of particular activities, such as transport or accommodation, to evaluate each of the above criteria for each shortlisted topic.

The **importance** of each topic was assessed from the perspective of tournament organisers, the Qatari government, and the stakeholders of other mega-sporting events, and a numerical score was assigned on the basis of the following criteria:

Table 1: Rating criteria for importance of impacts

Importance for tournament organisers	
5	Captured in one or more SC strategies or host country agreement, covered extensively in FIFA handbooks
3	Captured in one SC strategy or host country agreement, covered briefly in FIFA handbooks
1	Not captured in SC strategy, host country agreement or FIFA handbook
Importance for the Qatari government	
5	Captured in QNV 2030 and National Development Strategy (NDS) 2018-2022 with specific targets and initiatives
3	Captured in QNV and NDS broadly – no specific targets or initiatives
1	Not mentioned in QNV or NDS
Importance for the stakeholders of other mega-sporting events	
5	Captured for more than one past event (2018 and 2014 FIFA World Cup and others) and included in event standards such as ISO 20121, GRI for event organisers, etc.
3	Captured for one past event (2018 and 2014 FIFA World Cup and others)
1	Not captured for past events

The **significance** of positive and negative impacts linked with each topic was assessed according to three or four dimensions – the size, strength, likelihood, and remediability (only relevant for negative impacts) of the impacts, and a numerical score was assigned on the basis of the following criteria:

Table 2: Rating criteria for importance of impacts

Size	
5	5000+ people or entire categories of stakeholders will be affected
3	500-5000 people or specific stakeholder subgroups will be affected
1	500 people or less will be affected
Strength	
5	People affected would definitely notice and be acutely aware of changes in their lives
3	People affected might notice a moderate change in their lives
1	People affected would likely not notice or be aware of any change
Likelihood	
5	Impact is already occurring, or it is highly likely that it will occur within the next five years
3	Impact is not currently occurring, but it is likely that it will occur within the next five years
1	Although there is a risk or opportunity for this impact, it is unlikely to occur within the next five years
Remediability (for negative impacts only)	
5	Harm is not remediable
3	Remedy may only partially return to same or equivalent position
1	Remedy will restore to same or equivalent position

The **level of influence** of tournament organisers to change the impacts linked to each topic was assessed and a numerical score was assigned on the basis of the following criteria:

Table 3: Rating criteria for level of influence

Level of influence	
5	Organisers have full control of impacts
4	Organisers have significant control of or high influence over impacts
3	Organisers have a little control of or some influence over impacts
2	Organisers have very little influence over impacts
1	Organisers have no influence over impacts

Two rankings of the 30 shortlisted topics were generated on the basis of this assessment: one based on a combination of their scores for significance of impacts and level of influence, and one based on a combination of their scores for significance of impacts and importance of impacts. The first ranking based on significance of impacts and level of influence was the primary ranking used to identify material sustainability topics to be addressed by the sustainability strategy; the second ranking based on significance of impacts and importance of impacts was a secondary ranking used to validate the primary ranking and ensure that the topics most material for communicating and reporting on our sustainability performance to stakeholders were included in our strategic framework. In each combined ranking, significance of impacts was given a weighting of 70% in the overall ranking (as this was deemed to be the most important criteria), and importance of impacts and level of influence were given a weighting of 30%.

Stakeholder survey

A survey requesting input on the assessment of material sustainability topics was rolled out to all FIFA, Q22 and SC employees, as well as representatives of more than 100 national and international governmental, non-governmental and private sector organisations.

The survey contained three sections, one for each of the criteria used to determine materiality. First, all survey respondents were asked to choose and rank the seven most important topics for their organisation or stakeholder group from the 30 shortlisted topics. They were also asked to list any other topics they felt were important, but which they thought were not covered in the 30 topics presented. They were provided with a list of definitions of all 30 shortlisted topics that they were asked to assess (as presented in Annexe A), to provide a common understanding of the impacts covered by each topic.

Second, all survey respondents were also asked to rank the significance of positive or negative impacts linked to the shortlisted topics. In this section, respondents were asked to select the group of topics for which they were most able to assess the significance of impacts, based on their specific knowledge and expertise: they could choose to assess economic, environmental, social and human development topics, or all topics. This approach was adopted in an effort to improve the accuracy of the assessment of significance of impact provided through the survey.

Respondents assessing economic and environmental topics were asked to rank all related topics, as there was a smaller number of these, while respondents assessing social and human development topics or all topics were asked to choose and rank the seven most significant topics presented to them. All survey respondents were also given space to explain the rationale for their ranking, if they wished.

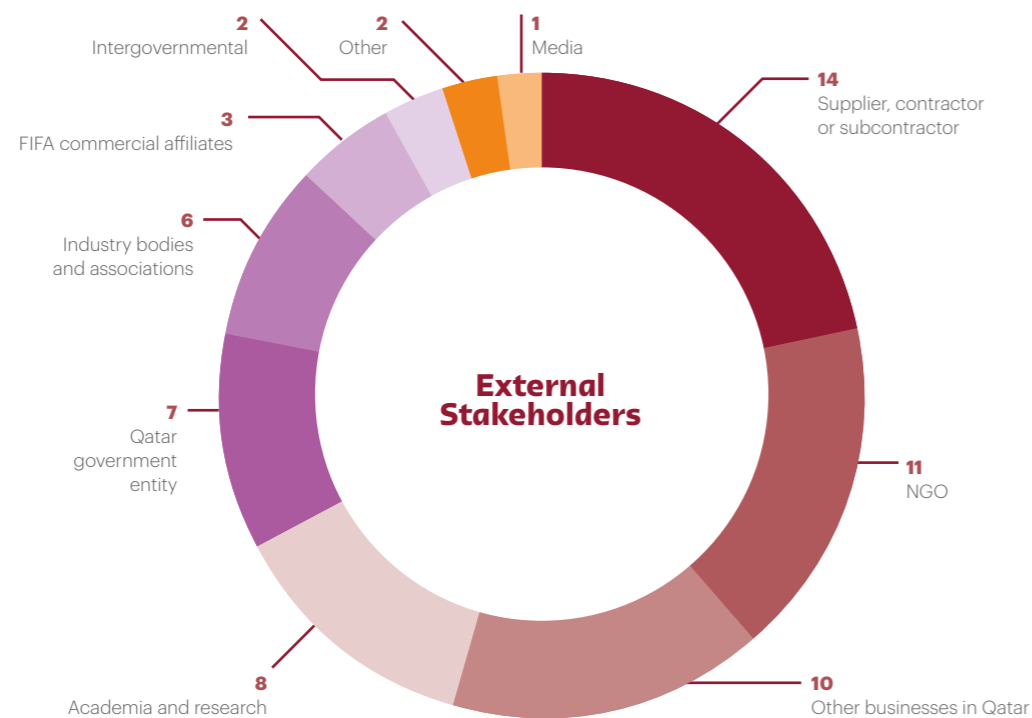
Third, internal stakeholders (FIFA, Q22 and SC employees) were asked to rate the level of influence of tournament organisers to change the impacts linked to each of the 30 shortlisted topics. These respondents were also asked how, in their view, the tournament organisers could enhance their ability to have an influence with respect to a topic that they had rated as important and significant, but over which the organisers currently have limited control or influence.

The full survey is presented in Annexe C. An overview of the survey respondents is presented below.

Table 4: Overview of materiality survey respondents

	Individuals or organisations invited	Number of respondents	Response rate
Internal stakeholders: FIFA, Q22 and SC employees	1037	138	13%
External stakeholders: representatives of national and international organisations	103	64 (44 national and 20 international)	62%

Chart 1: Materiality survey respondents – external stakeholders



The survey results were analysed separately for internal and external stakeholders. In addition, survey results were also analysed for subgroups of internal and external stakeholders, to provide insight into the specific priorities of groups with a particular perspective or level of sustainability expertise.

- For internal stakeholders, results were specifically analysed for the following subgroups:
 - o SC and Q22 employees;
 - o FIFA employees; and
 - o 19 employees from all tournament organisers who are members of the joint Sustainability Working Group and have more in-depth knowledge of most topics.

- For external stakeholders, results were specifically analysed for a subgroup of 12 organisations selected for their knowledge of the shortlisted topics and related impacts, their level of influence on decision-making related to the FIFA World Cup Qatar 2022, as well as their dependence on the FIFA World Cup Qatar 2022, or the FIFA World Cup Qatar 2022's dependence on them for success.

For each of these groups and subgroups, the survey results were analysed to produce an overall score for each topic and dimension of materiality based on the sum of all survey respondents' rankings or ratings in that group.

For significance of impacts, responses were analysed separately based on whether respondents opted to rank economic, environmental or social and human development topics, or all topics. Two rankings of the 30 shortlisted topics were then generated (for each group and subgroup of stakeholders) on the basis of these scores: one based on the product of their scores for significance of impacts and level of influence (for internal stakeholder groups only) (see chart 2), and one based on the product of their scores for significance and importance of impacts (see chart 3).

Chart 2: Materiality survey results – significance of impacts & level of influence

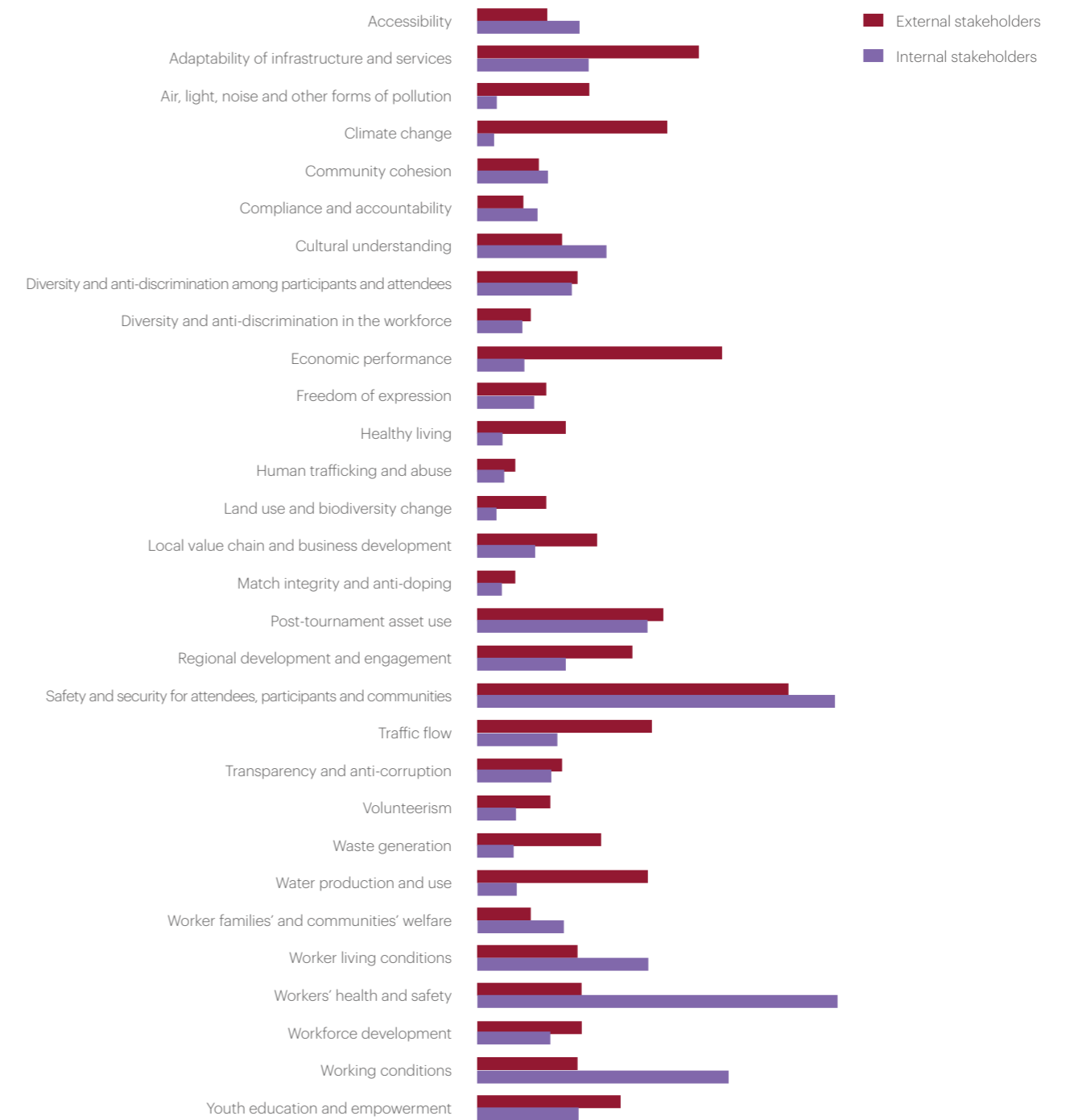


Chart 3: Materiality survey results – importance & significance of impacts

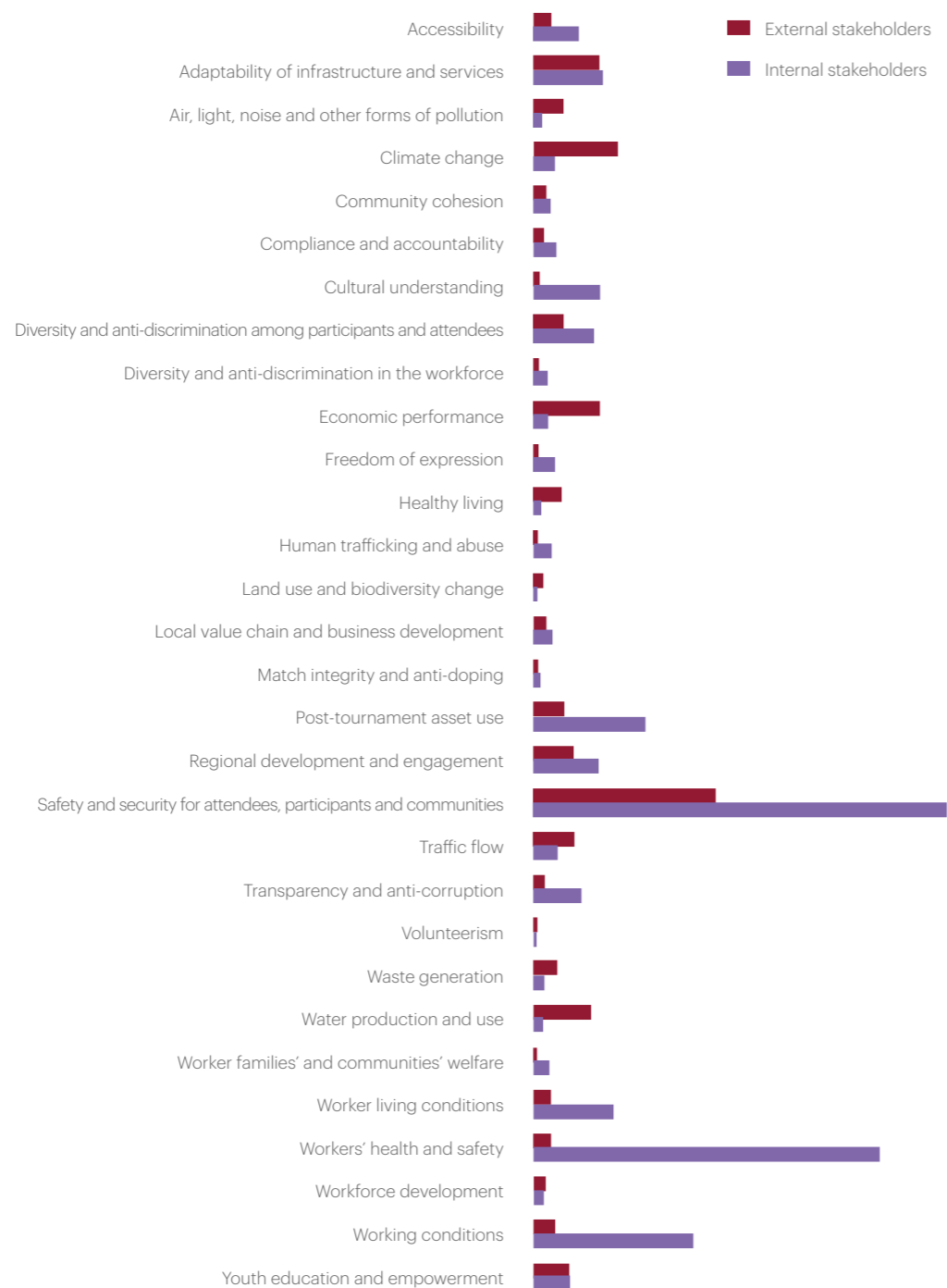


Table 5: Materiality survey results – top 10 topics (significance of impacts & level of influence)

Internal stakeholders – top 10 topics	External stakeholders – top 10 topics
1. Workers' health and safety	1. Safety and security for attendees, participants and communities
2. Safety and security for attendees, participants and communities	2. Climate change
3. Working conditions	3. Economic performance
4. Workers' living conditions	4. Adaptability of infrastructure and services
5. Post-tournament asset use	5. Water production and use
6. Cultural understanding	6. Youth education and empowerment
7. Adaptability of infrastructure and services	7. Regional development and engagement
8. Accessibility	8. Traffic flow
9. Youth education and empowerment	9. Air, light, noise and other forms of pollution
10. Diversity and anti-discrimination among participants and attendees	10. Diversity and anti-discrimination among participants and attendees
Other top 10 topics from subgroup analysis	
• Climate change	• Post-tournament asset use
• Transparency and anti-corruption	
• Economic performance	
• Traffic flow	
• Workers' families' and communities' welfare	
• Freedom of expression	
• Regional development and engagement	

Survey respondents were also asked to highlight any topics that were missing from the list of 30 relevant topics. Overall, the feedback from stakeholders did not indicate to tournament organisers that there were any major issues missing from the list. However, there were a few important aspects that needed clarifications and/or adaptations – see Annexe D for an explanation of these.

Rankings based on significance of impacts and level of influence were the primary criteria used to inform the initial prioritisation of topics for the FIFA World Cup Qatar 2022™ Sustainability Strategy, while

rankings based on significance and importance of impacts were considered secondary criteria used to corroborate the results of the first rankings.

To determine the set of material topics to be addressed in the strategy, rankings from both the research based analysis and the survey (for all groups and subgroups) were reviewed and analysed for similarities and differences, and a group of topics that were prioritised across multiple rankings were eventually identified, to be validated through subsequent workshops with groups of internal stakeholders.

Validation of material topics

In order to validate the initial set of material topics prioritised through the survey and research-based analysis, workshops were organised with various groups of internal stakeholders to gather their input on the list and ensure that all topics considered to be critical to the sustainability of the tournament would be addressed by the strategy.

The first workshop that took place was organised for the members of the joint FIFA-Q22-SC Sustainability Working Group, composed of sustainability experts across all priority sustainability topics and responsible for managing the implementation of the sustainability policy and delivery of the strategy. A validation exercise was conducted with this group, which involved asking participants to vote for two to three topics to be covered in the strategy that were not ranked in the top ten in the materiality survey and research-based analysis results.

During the course of the Sustainability Working Group workshop, it was noted that there was limited representation of the perspectives and expectations of Qatari nationals in the group of participants, and this would be an important group to engage separately. A second workshop was therefore organised for a focus group of Qatari national employees of the SC, in which participants were given a brief introduction to sustainability and the goals and development process for the FIFA World Cup Qatar 2022™ Sustainability Strategy, and then asked to choose and rank the ten topics from the list of 30 shortlisted topics that they believed were being or could be most significantly impacted by the FIFA World Cup Qatar 2022.

The outputs of these workshops were used to finalise a working list of 20 material topics, including two additional cross-cutting topics, sustainable building and sustainable procurement, which were not in our initial shortlist of 30 relevant topics. The list of material topics was used as the basis for the development of the initial sustainability framework, including material topics, goals, policy statements and strategic objectives. This in turn formed the foundation for the development of the full FIFA World Cup Qatar 2022™ Sustainability Strategy and Policy. Over the course of the definition and revision of the sustainability goals, policy commitments, objectives and initiatives, some further revisions were made to the list of material topics to reflect additional input received from internal and external stakeholders during this phase of the strategy development process. The final outcome of the materiality assessment for each of the original 30 shortlisted topics is presented in Annexe A.

Assessment to identify salient human rights issues

In parallel to conducting the materiality assessment, and in accordance with the UNGPs, the tournament organisers also conducted an assessment to identify the salient human rights issues for the FIFA World Cup Qatar 2022, defined as the human rights at risk of the most severe negative impact through the tournament organisers' activities or business relationships. The tournament organisers contracted the support of a human rights consultancy to conduct the assessment, including a team of experts with a strong understanding of human rights risks within Qatar as well as relevant industries such as construction.

Identification of potential human rights issues

Also drawing upon the analysis conducted in the first stage of the strategy development process, as well as additional relevant international standards, guidelines and reports from international organisations, the team of human rights experts identified all groups of rights holders whose human rights could potentially be negatively impacted through the operations or business relationships linked to the FIFA World Cup Qatar 2022. The full list of the 13 rights holder groups is presented in Annexe E.

These groups were defined to encompass rights holders for which a common set of rights would be impacted in a similar manner. For instance, one identified group of rights holders was construction workers, on the basis that a majority of construction workers are migrant workers in Qatar whose rights could be impacted in a similar way as a result of issues associated with recruitment (among other activities).

For each of these rights holder groups, the team then sought to identify a set of relevant human rights issues encompassing the full range of human rights that could potentially be negatively impacted by FIFA World Cup Qatar 2022 operations or through the tournament organisers' business relationships. Business relationships were understood to include business partners, businesses in the tournament organisers' value chains (including those that are one or more tiers removed) and any other business, government or entity that is involved in activities directly linked to the FIFA World Cup Qatar 2022 operations, products or services of the tournament organisers.

The team recognised that there were many rights that could be indirectly impacted as a result of various issues; however, it sought to include only the rights directly impacted for each rights holder group.

Among each of the groups of rights holders defined, subgroups of more vulnerable rights holders can be identified in many cases; for example, disabled individuals could face a higher risk of discrimination in recruitment among volunteers, or children involved in product manufacturing activities could be at a higher risk of being paid very low wages. In order to capture these risks, some issues specific to vulnerable subgroups have been identified among the issues for rights holder groups, such as child labour for product manufacturing workers. In addition, salience for some specific cross-cutting issues has been assessed across rights holder groups, such as harassment and discrimination and lack of equal opportunity.

The full list of potential human rights issues identified is presented in Annexe F. It includes a total of 47 potential issues affecting individuals from 13 rights holder groups. Given that most human rights issues could affect more than one rights holder group, a total of 107 potential instances of an issue affecting a particular group were identified.

Prioritisation of potential negative impacts for attention

All 107 instances of a potential human rights issue affecting a particular group were then assessed and prioritised to inform where to focus the tournament organisers’ efforts and resources in addressing the identified impacts through the sustainability strategy.

This was done according to the criteria of severity – defined by scale, scope and remediability – and likelihood of actual and potential adverse impacts, based on the following:

<div style="background-color: #800000; color: white; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto 20px auto;">1</div> <p>Scale how grave would the potential impact be for rights holders</p>	<div style="background-color: #800000; color: white; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto 20px auto;">2</div> <p>Scope approximately how many people might be affected by the potential impact</p>	<div style="background-color: #800000; color: white; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto 20px auto;">3</div> <p>Remediability whether a remedy would restore a victim to the same or equivalent position before the potential harm occurred</p>	<div style="background-color: #800000; color: white; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto 20px auto;">4</div> <p>Likelihood how likely it is the potential impact will occur within the next five years</p>
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A numerical score of 1, 2, or 3 was assigned to each instance for each dimension based on the following criteria:

Table 6: Rating criteria for salience analysis

Scale	
Major (3)	May result in death or irreversible loss of physical or mental capabilities
Moderate (2)	May result in bodily harm, infection, disease or psychological damage
Minor (1)	Not likely to cause bodily harm, infection, disease or psychological damage
Scope	
Major (3)	5000+ people
Moderate (2)	500-5,000 people
Minor (1)	1-500 people
Remediability	
Not remediable (3)	Potential harm is not remediable
Possibly remediable (2)	Remedy may only partially return a victim to same or equivalent position
Fully remediable (1)	Remedy will restore a victim to same or equivalent position
Likelihood	
Highly likely (3)	Rights holders are currently at risk, or it is highly likely that they will be within the next five years
Possible (2)	Rights holders are not currently at risk but it is likely that the risk will occur within the next five years
Unlikely (1)	Although there is a risk, it is unlikely to occur within the next five years

All potential instances of a human rights issue affecting a particular rights holder group were then categorised as Tier 1, Tier 2 or Tier 3 salience on the basis of their cumulative scores across all four dimensions.

Table 7: Thresholds used to determine level of salience

Cumulative Score	Salience Level
10-12	Tier 1
7-9	Tier 2
4-6	Tier 3

The human rights issues were first assessed by the team of human rights experts contracted by the tournament organisers. The initial results of this assessment were shared for review and input with relevant staff of FIFA, Q22 and the SC, including members of the SC’s Workers’ Welfare Department, the FIFA Human Rights Manager, and other members of the FIFA Sustainability & Diversity team.

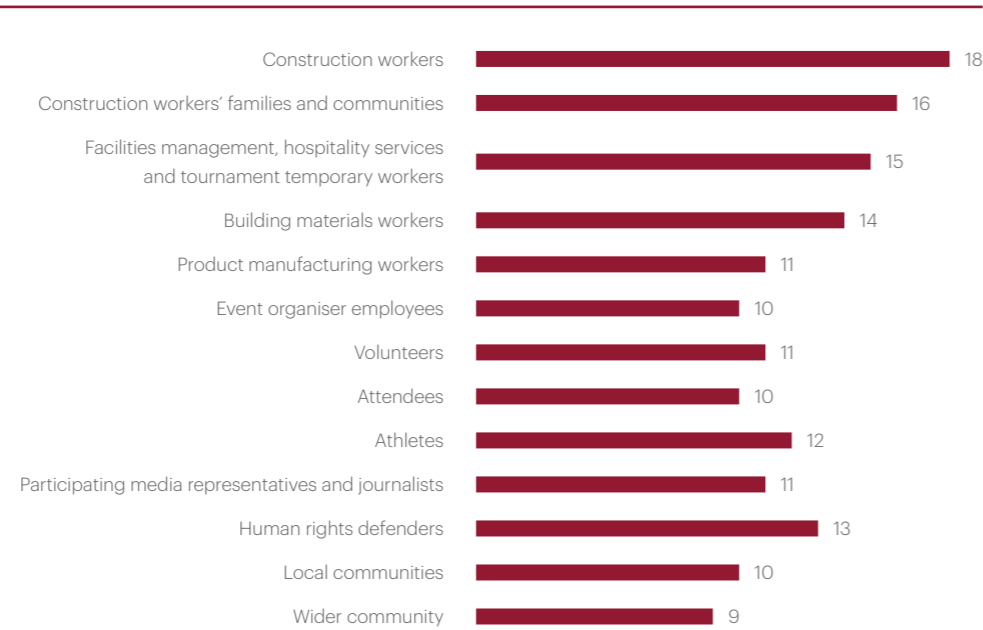
In order to validate the initial results of the assessment conducted by the team of human rights experts, and to check whether any considerations had been missed, the tournament organisers developed and rolled out a human rights survey to 59 specialist national, regional and international organisations with extensive human rights experience and knowledge of the perspectives of relevant rights holder groups. For the purposes of this assessment, the tournament organisers decided to consult a variety of credible, independent experts to gain insight into the likely or typical perspectives of those rights holder groups who may be impacted by the tournament, instead of engaging with affected stakeholders directly.

The survey presented the full range of rights holder groups and potential human rights issues identified by the team of human rights experts, and asked each respondent to (1) list any other rights holder groups or potential human rights issues not already identified; and (2) assess the scale, scope, remediability and likelihood of each instance of a potential human rights issue identified for the FIFA World Cup Qatar 2022, considering the potential impacts resulting from the tournament preparation, staging and post-event activities.

Survey respondents were provided with the full list of human rights issues identified by the team of human rights experts to inform their assessment and were instructed to apply the same criteria listed above to assess salience (see table 6). Respondents were asked to only assess those rights holder groups and issues that they had knowledge of, and to leave others blank. All survey respondents were also given space to explain the rationale for their assessment, if they wished.

The full survey is presented in Annexe G. A total of 22 organisations responded to the survey from among the 59 organisations invited. Among the organisations that responded, there were four national (Qatari) organisations, one regional, and 17 international organisations. This included NGOs, trade unions, intergovernmental organisations, other businesses in Qatar, a Qatar government entity, a FIFA commercial affiliate, and an academic and research institution. Because respondents only assessed those rights holder groups and issues that they had knowledge of, the number of survey responses assessing each group varied and is presented in chart 4.

Chart 4: Number of survey responses per rights holder group



To analyse the survey, an average of the rating for each dimension of salience for each instance of a potential human rights issue was taken across all survey responses, and these were used to compile a complementary salience analysis, based exclusively on the survey responses. The results of this analysis were then compared to the results of the analysis by the team of experts contracted by the tournament organisers, and differences between the assessments were identified and reviewed. In particular, additional rights holder groups and issues suggested were considered for inclusion in the salience analysis, and issues assessed to be of a higher level of salience by the survey respondents were re-evaluated by the team of experts and their assessment modified if deemed appropriate. A summary of the specific feedback received from stakeholders through the survey and the responses by tournament organisers is presented in Annexe H.

Upon consultation with additional experts on the methodology followed to identify salient human rights issues for the tournament, the risk was identified that the salience of certain issues may be underestimated due to the fine-grained nature of the analysis across various rights holder groups. In particular, it was identified that, while separate instances of a potential human rights issue for individual rights holder groups might be assessed to be Tier 2 or Tier 3 salience, if that human rights issue were to be assessed across all relevant rights holder groups, the increase in the scope of the issue could mean an increase in the assessed salience. In order

to address this potential bias, all individual issues relevant to more than one rights holder group were analysed to identify any issues that would increase in scope and overall salience when assessed across all relevant rights holder groups. Three such issues were identified and were considered for prioritisation in the strategy on the basis of the higher cumulative level of assessed salience.

Following these steps, the tournament organisers also conducted interviews with the following nine human rights stakeholders prioritised for their knowledge of human rights issues related to the FIFA World Cup Qatar 2022 and of the perspectives of the following relevant rights holder groups:

- Amnesty International
- Building and Wood Workers' International
- Business and Human Rights Resource Centre
- Human Rights Watch
- Humanity United
- Institute for Human Rights and Business
- International Labour Organization
- International Trade Union Confederation
- Qatar National Human Rights Committee

In these interviews, the tournament organisers gathered further feedback from the above organisations on the salient human rights issues for the tournament, as well as input on the draft goals, policy commitments, objectives and initiatives defined to address salient human rights issues in the strategy. A summary of the key feedback received

through stakeholder interviews and the response by the tournament organisers is presented in Annexe I.

The results of the final salience analysis incorporating feedback from all stakeholders is presented in Annexe F.

Integration of salient human rights issues into materiality assessment

To identify the final set of material topics to be addressed by the FIFA World Cup Qatar 2022™ Sustainability Strategy, the tournament organisers enhanced the initial materiality assessment by integrating the results of the assessment to identify salient human rights issues.

As a first step, the longlist of human rights issues was mapped against the shortlist of material sustainability topics to ensure that the shortlist of material sustainability topics encompassed all of the human rights issues identified. As the human rights issues defined were often more specific and detailed than the sustainability topics, multiple human rights issues often aligned with one sustainability topic, for example, "workers' living and working conditions" encompassed many human rights issues affecting workers, including adequate wages and on-time payment, exposure to extreme heat and humidity, freedom of association, and reasonable hours and breaks, among many others. Revisions were made to the shortlist of material sustainability topics and their definitions, as needed, to encompass all of the human rights issues identified.

In addition, some of the sustainability topics prioritised as material through the initial materiality assessment encompassed several human rights issues that were assessed to have Tier 2 or 3 salience for the relevant rights holder groups. Where this was the case, the findings of the human rights salience assessment were also used to shape the understanding of the respective material topic and the definition of related strategic goals, commitments, objectives and initiatives. As a result, and as shown in Annexe F, 31 of the 47 human rights issues assessed in the salience analysis are prioritised as part of a material topic in the strategy. The alignment of these human rights issues with relevant material topics and objectives is provided in Annexe 3 of the sustainability strategy.

A list of the final relevant material topics and their definitions as used in the strategy is provided in Annexe 2 of the sustainability strategy.

In a second step, the results of the salience assessment for human rights issues were integrated into the materiality assessment. All 11 human rights issues that were assessed to have Tier 1 salience for one or more rights holder groups were considered to be highly significant, and the sustainability topics corresponding to these issues were therefore prioritised as material to be addressed by the sustainability strategy. While the sustainability topics encompassing these 11 human rights issues had already been identified as material through the initial materiality assessment, the findings of the human rights salience assessment were used to further refine and focus the understanding of the substance and scope of these material topics, and to inform the definition of related strategic goals, commitments, objectives and initiatives (see section 3 below).



Definition of sustainability goals, policy commitments, objectives and initiatives

In the third phase of strategy development, the tournament organisers developed a set of objectives to capture the outcomes they would aim to achieve in relation to each of the most material sustainability topics.

These were organised under sustainability pillars with a goal and policy commitment for each pillar to provide big-picture statements about what the objectives are designed to achieve. Finally, initiatives were identified to deliver upon each of the defined objectives. While each objective has been defined to capture a desired outcome in relation to a particular material topic, many objectives help to address several material topics at once, given the linkages between various sustainability impacts.

This phase of the strategy development process was also informed by the analysis of current context, strategy and requirements conducted in the first phase of the process. The language used to define the sustainability goals, policy commitments, objectives and initiatives in the strategy was developed to address risks and opportunities related to the external and internal issues affecting the FIFA World Cup Qatar 2022 and its stakeholders. It was also developed to build on existing strategies and best practices, and to align to relevant requirements as well as to the UN SDGs and Qatar's national development strategies and goals.

This part of the process also involved extensive engagement with both internal and external stakeholders. Once an initial sustainability framework containing goals, policy statements, priority material topics and strategic objectives was developed, this was shared with a wide range of internal and external stakeholders, who were asked to review and provide comments on the document. In addition, draft sustainability policy and strategy documents were shared for review and input with several internal and external stakeholders, including FIFA's Human Rights Advisory Board. Both the FIFA Secretary General and Q22 Chairman/SC Secretary General also reviewed and provided input on the policy and strategy documents.

In addition, more than 20 external stakeholder representatives and more than 50 experts from FIFA, Q22 and the SC were engaged in one-to-one meetings to build awareness of the strategy development process and to discuss particular strategy topics. A series of workshops spanning various days and focusing on particular strategy areas were also carried out with functional area experts and senior management representatives of FIFA, Q22 and the SC to present relevant areas of the strategy and gather feedback. All FIFA staff were also invited to a high-level presentation and discussion on the sustainability framework.

Finally, a meeting was held with all members of the Sustainability Steering Group to approve the full sustainability strategy, and both the FIFA Secretary General and Q22 Chairman/SC Secretary General approved and signed off on the final document.

Stakeholder Engagement



Throughout the strategy development process, the tournament organisers engaged with a wide range of stakeholders so as to inform their contextual analysis, selection of priorities for the strategy, and the development of objectives and plans to achieve them.

The methods, outputs and outcomes of these engagements are described in the previous sections.

This engagement process began with a mapping of stakeholder groups and individual stakeholders based on previous experiences and guidelines provided by ISO 20121:2012 – Event Sustainability Management Systems and AA1000 – the Stakeholder Engagement Standard (AA1000SES).

The list of individual stakeholders for engagement was compiled through input from internal resources from relevant functions and units across FIFA, Q22 and the SC, as well as input from the team of human rights experts contracted to support the assessment to identify salient human rights.

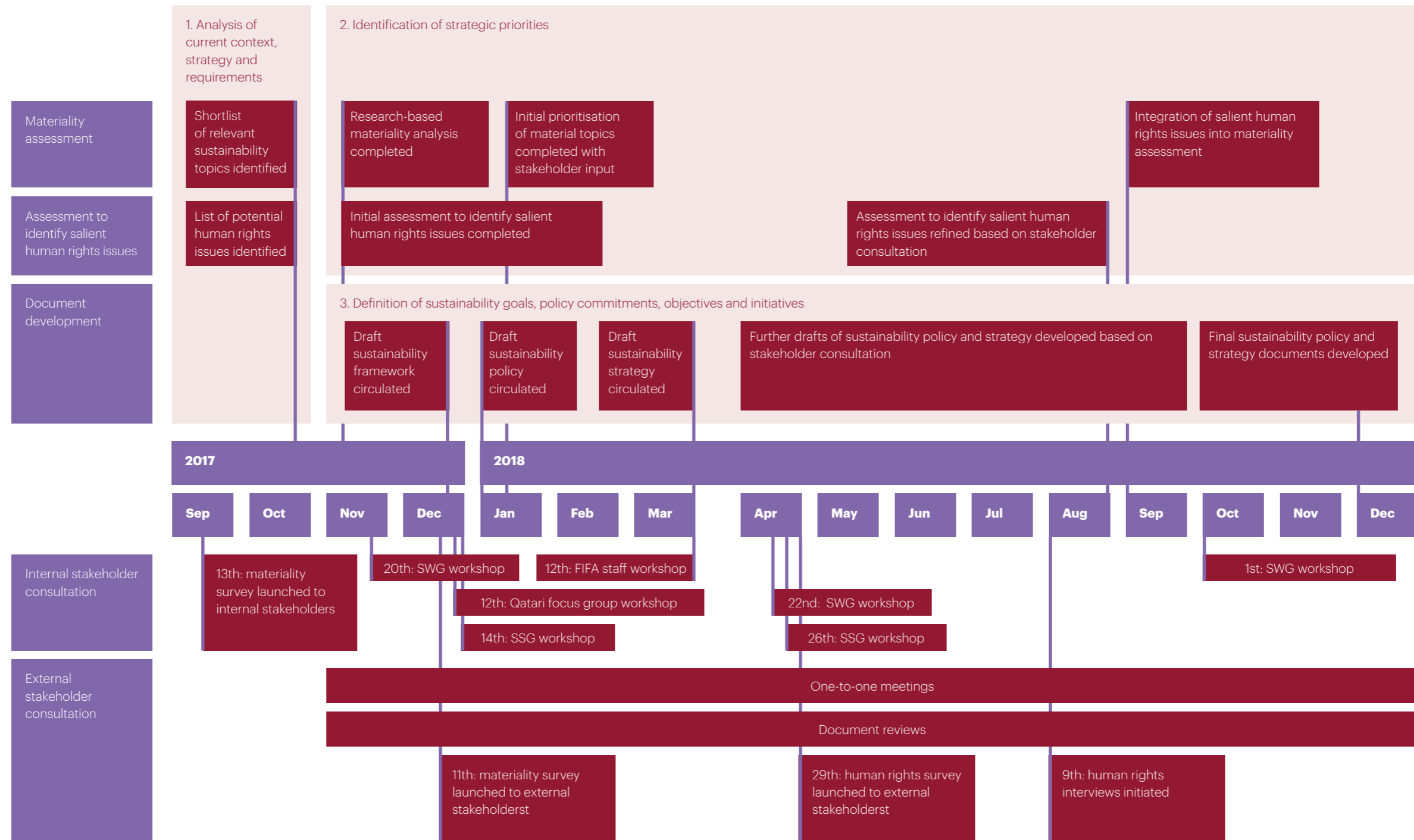
An overview of the stakeholder groups identified can be found below. A full list of the external organisations engaged for input during the strategy development process can be found in Annexe J.

Tournament organisers	FIFA, Q22, the SC, municipal and stadium authorities and other governmental entities involved in organising and delivering the competition
Commercial affiliates	FIFA Partners, FIFA World Cup Sponsors and National Supporters, and broadcasting, merchandising, and hospitality licensees
Attendees	Groups of individuals and organisations that represent individuals coming to attend the FIFA World Cup, including fan groups, ticket holders and tourism organisations
Workforce	Employees and volunteers as well as organisations representing them
Supply chain	Companies that provide products or services for the organisation of the FIFA World Cup
Participants	Individuals and groups that contribute actively towards staging the tournament, in particular the national teams (Participating Member Associations) that compete
Regulatory bodies	Federal and local authorities that have the power to regulate aspects of the material topics of the sustainability strategy
Community	Local and international groups of individuals and organisations which deal with or are affected by one or more material topics of the sustainability strategy
Football-related organisations	FIFA member associations and associations of professional players

Members of these groups were prioritised for engagement at each phase of the strategy development process on the basis of their dependence on the FIFA World Cup Qatar 2022, their level of influence on decision making related to the tournament, and their knowledge of sustainability topics.

A timeline of the stakeholder consultation conducted over the course of the strategy development process is presented below.

Chart 5: Timeline of stakeholder consultation for the sustainability strategy development process



Conclusion

With this sustainability strategy development process, it has been our goal to contribute to the evolution of best practice in the field of sustainability management in mega-sporting events. In particular, we have sought to give greatest effect to the principles of materiality, human rights, inclusivity, and transparency in our approach.

Materiality: given that strategy development is all about setting priorities, we have worked to ensure the robustness and comprehensiveness of our process to define the topics to be addressed by the sustainability strategy in order to focus on the areas that will enable us to maximise the tournament's contribution to sustainable development. The strength of our process lies in the methodical, research-based internal analysis we have undertaken of the impacts of the FIFA World Cup Qatar 2022, paired with extensive consultation with a wide range of stakeholders.

Human rights: throughout the strategy development process, we have given a particular focus to aligning with international human rights standards such as the UNGPs, based on a strong commitment from the three tournament organisers to champion human rights. We have sought to develop and implement a novel approach to integrate our assessment of the salient human rights issues for the tournament into our materiality assessment to ensure that we are fulfilling our human rights responsibilities through the sustainability strategy.

Inclusivity: engagement with our stakeholders, both internally across the three delivery partner organisations and externally with experts and key representatives, has been central to the development of the FIFA World Cup Qatar 2022™ Sustainability Strategy. Through surveys, workshops, one-to-one meetings, and circulation of drafts of the strategy document, we have received input from more than 80 organisations and countless internal stakeholders on the identification of strategic priorities as well as the definition of sustainability goals, policy commitments, objectives and initiatives. We are immensely thankful to stakeholders for their contribution to and validation of the strategy development process.

Transparency: throughout the process, and with this report, we have sought to document and communicate how and why decisions were made with regard to the sustainability strategy in order to remain accountable to our stakeholders. Through our transparency, we also hope to inspire other sustainability programmes and professionals to implement a similarly robust and comprehensive approach to sustainability strategy development.

As we move forward with the implementation of our sustainability strategy, we will continuously seek to embed these four principles in our work. We look forward to continued exchange and partnership with our stakeholders to grow our collective impact and drive forward the sustainable development agenda in the world of sport and beyond.

Annexes

Annexe A: Relevant sustainability topics and their definitions

The table below captures the identified shortlist of sustainability topics potentially linked to the preparation, staging and post-event activities of the FIFA World Cup Qatar 2022 that was used for stakeholder consultation during the materiality assessment, as well as the prioritisation status of all issues at the end of the strategy development process.

The purpose of this list was to provide a basis from which to identify the most material topics for the sustainability of the FIFA World Cup Qatar 2022.

Topics	Definition	Prioritisation
Accessibility	The impact that the preparation and staging of a tournament could have on accessibility for all, including people with disabilities or people with limited mobility in particular. This topic covers the accessible infrastructure and services at the tournament-related stadiums and other sites, as well as potentially transport, tourism infrastructure and the wider public realm and buildings in the host country.	✓ Addressed through objective S1
Adaptability of infrastructure and services	How developing competition venues, services, assets and infrastructure (utilities, transport, and accommodation) will provide innovative ways to support a dramatic short-term spike in demand during the tournament without creating a long-term surplus, and address local needs and forecasted demand once the tournament is over, thereby promoting economic and environmental efficiency.	✓ Addressed through objective EC3
Air, light, noise and other forms of pollution	Changes in air emissions, noise and light pollution, and any pollution caused by environmental incidents such as spills, as a result of the construction and operation of all tournament-related overlay and infrastructure, and of transportation. This includes the effects of such changes on the health and well-being of attendees, participants and local communities.	✓ Air pollution addressed through objective EN3; other forms of pollution not prioritised
Climate change	The impact on direct and indirect greenhouse gas emissions, and their global climate change consequences, due to the preparation, staging and post-event activities of the tournament. This impact will be affected by the extent to which energy efficiency practices and low emission sources of energy for competition sites and offices, transportation, accommodation, logistics, merchandise production, water production and waste management are applied; as well as the extent to which emissions that cannot be avoided are offset or neutralised.	✓ Addressed through objective EN2; topic name changed to "GHG emissions"
Community cohesion	The impact that the preparation, staging and post-event activities of a tournament could have on the sense of belonging, shared vision, and strong and positive relationships among people in communities in the host country and internationally. This impact could be affected, for example, by the development of new community hubs around stadium sites, as well as the delivery of social development programmes providing assets (e.g. pitches) to be managed by the community and awareness raising.	x Decided that focus should be on the promotion of youth education and empowerment, inclusivity, cultural understanding and post-tournament uses of sites; addressed through objectives EC2, S2, S3 and H5

Topics	Definition	Prioritisation
Compliance and accountability	How governance practices and the system of rules and processes set up by tournament organisers will address compliance with internal and external policies, rules and regulations, and ensure accountability for actions and decisions in direct operations and value chain.	✓ Addressed through objective G1; topic name changed to "transparency and accountability"
Cultural understanding	How the preparation and staging of a tournament creates changes in awareness and understanding between cultures, for participants, spectators and the local population. This includes awareness of history, heritage, values and beliefs.	✓ Addressed through objective S2
Diversity and anti discrimination among participants and attendees	The impact that the staging of a tournament could have on the integration of people who might otherwise be excluded or marginalised during the tournament and beyond, as well as on causing or avoiding any form of discrimination against participants and/or attendees, on account of race, skin colour, ethnic, national or social origin, gender, disability, language, religion, political opinion or any other opinion, wealth, birth or any other status, sexual orientation or any other reason. Discriminatory behaviour may occur in a number of ways, including harassment, chants, hate speech and other contemptuous, discriminatory or denigratory words or actions instigated by spectators or members of the local community in and around the stadiums or other tournament sites. This impact can also be affected by discriminatory access policies to the host country for people from certain nationalities.	✓ Addressed through objective S3; topic name changed to "inclusivity"
Diversity and anti discrimination in the workforce	The impact that infrastructure construction, services and product manufacturing related to a tournament could have on workforce diversity and discrimination, in particular wage discrimination and job segregation based on workers' nationality, the gender pay gap, women's participation in the workforce, and employment of people with disabilities. This topic also addresses the local capabilities and/or systems that contribute to its long-term management.	x Is part of workers' living and working conditions and recruitment; addressed through objectives H1-H3
Economic performance	The economic value that the investment to prepare and host a tournament may generate, both in the host country and internationally, before, during and after the tournament. This could include changes in revenues from stadiums and training sites, revenues from tourism, development of new businesses and economic activities, attractiveness for investment, land values, and from other sources during and after the tournament. Internationally, this could include income to other countries from worker remittances and up-skilled workers returning home after the event, as well as economic activity driven by the global supply chain for the event.	x Issue seen as broad and well addressed via material issues under the economic pillar and objectives EC1, EC2 and EC3

Topics	Definition	Prioritisation
Freedom of expression	The effect that the preparation and staging of a tournament could have on the right of individuals, including journalists, commentators and human rights defenders, to express opinions without interference and to seek, receive and impart information and ideas through any media regardless of frontiers. This includes views related to the management of the tournament, religion, politics, sexual expression and sexual orientation.	✓ Addressed through objective S4; topic name changed to "rights of media representatives and human rights advocates"
Healthy living	The impact that participating in and attending a tournament, and its various community programmes, could have on individuals' awareness of and decisions towards more healthy lifestyle choices in the short and long term, such as partaking in sporting and fitness activities, healthy eating and refraining from smoking. This impact will be affected by the provision of a healthy environment inside the stadium (e.g. tobacco-free), as well as changes in individuals' behaviour outside of the stadium.	x Decided that focus should be on youth education and empowerment and implementation of FIFA's Tobacco-Free Policy. Addressed through objectives H5 and S6; promotion of healthy lifestyles seen more as the role of other government entities in Qatar.
Human trafficking and abuse	The impact on sex trafficking, exploitation and abuse in a host country that could result from the staging of the tournament, as well as the impact on awareness and practices that contribute to the ongoing management of this topic.	x Studies of this issue in the context of other major sporting events have not demonstrated that there is a significant change in reported incidences of prostitution and sexual abuse during such events – any impact observed has been minor in scope. We have therefore decided not to focus directly on addressing this topic; however, where it is linked to workers' living and working conditions and recruitment, and health, safety and security for attendees, participants and local communities, it is addressed through objectives H1-H3 and S5
Land use and biodiversity change	The changes in inland and marine biodiversity and habitats in the host country and internationally, as well as people's welfare associated with those changes, caused by the location selection for sites, construction and enhancement of infrastructure, and sourcing of materials related to the tournament. Sites and activities which may drive this impact include stadiums, training sites, FIFA Fan Fests, temporary infrastructure and transport modes predominantly on land and sea. These impacts are affected by the extent to which recycled, reused or sustainably sourced materials (e.g. responsibly managed forests) and non-toxic materials are used.	x Links to sustainable building practices and sustainable procurement; addressed through objectives EN1 and G2

Topics	Definition	Prioritisation
Local value chain and business development	How the preparation, staging and post-event activities of a tournament will change direct and indirect business opportunities throughout the value chain serviced by local businesses and contributing to boost sectors that are important to the future economic diversification of the host country, for example transport, construction services and materials, event management, food and beverage, merchandise, tourism and the green economy.	✓ Addressed through objective EC1; topic name changed to "local and regional value chain and business development"
Match integrity and anti-doping	The impact that the staging of a tournament could have on the integrity, health and well-being of players, coaches and officials who may feel pressure to engage in methods or practices such as doping or match manipulation to gain an unfair advantage.	x Addressed by other tournament and FIFA corporate strategies
Post-tournament asset use	The impacts that could result from the distribution of temporary tournament physical assets to national and international causes and recipients expected to benefit from them after the staging of a tournament. In addition, the future stadium uses, and relevant community benefits that the dismantling of temporary stadium structures and redevelopment (e.g. upper tiers replacement by offices) could provide to host country communities. These impacts are affected by the readiness of recipients to make best use of donations, and how new stadium uses generate socio-economic benefits.	✓ Addressed through objective EC2; topic name changed to "post-tournament sites and asset use"
Regional development and engagement	The benefits that the preparation and staging of a tournament can provide to the region relevant to the host country. Benefits could include cooperation, education, social well-being, employment and economic diversification, through activities such as supply chain purchases, social development programmes (e.g. pre and post event asset donation or pitch construction) and making the tournament highly accessible for regional populations.	x Links to the development of regional workforce, value chains and businesses, addressed through objectives H4 and EC1
Safety and security for attendees, participants and communities	How the preparation and staging of a tournament impacts the safety and security of attendees, participants and local communities, including the risk of petty crime, alcohol or drug overconsumption, fan violence, and terrorism. This also includes the impact of security practices on fundamental human rights, such as freedom of movement, expression, and assembly, and protection from excessive use of force.	✓ Impact of security practices on human rights and implementation of FIFA's tobacco-free policy addressed through objectives S5 and S6; topic name changed to "health, safety and security for attendees, participants and communities"; other elements of safety and security for attendees, participants and communities addressed by other tournament strategies

Topics	Definition	Prioritisation
Traffic flow	The changes in traffic flow (i.e. congestion or decongestion) in a host country that could result from the construction and ongoing use of all infrastructure directly needed for the staging of a tournament (e.g. stadiums and utility connections), infrastructure that will be heavily used during the tournament (e.g. highways, metro, utilities, hotels), as well as the spike in transportation system users during the staging of the tournament preparation events and tournament. This impact will be affected by the extent to which transportation systems and infrastructure become available, and users opt for pedestrian and bike routes or shared transportation options like the metro, tram, buses and taxis as they become available.	x Addressed by other tournament strategies, indirectly addressed through objectives EN1, EN2 and EC3
Transparency and anti-corruption	How the implementation of ethical practices across all entities involved in the preparation, staging and post-event activities of a tournament will change how any corruption risks are addressed and the level of transparency around the event. These practices could involve monitoring compliance with anti-corruption standards, when necessary taking corrective action against non-compliance, and ensuring full transparency and accountability to stakeholders throughout the process.	✓ Addressed through objective G3; topic name changed to "compliance, anti bribery and anti-corruption"
Volunteerism	The impact on individuals' skills, networks and sense of fulfilment resulting from volunteering before and during a tournament, as well as the culture of volunteerism that could result from it.	x Links to workforce development and youth education and empowerment, addressed through objectives H4 and H5
Waste generation	The impact of the preparation, staging and post-event activities of a tournament on the generation and management of waste in the host country, including the consequences of such waste on people and the environment (e.g. greenhouse gas emissions, ground contamination). These impacts are affected by the application of practices to reduce, reuse, recycle or appropriately dispose of hazardous and non-hazardous waste arising from the preparation and staging of the tournament, as well as developing the capabilities and systems to continue to implement such practices in the long-term (e.g. recycling or composting of stadium waste).	✓ Addressed through objective EN4

Topics	Definition	Prioritisation
Water production and use	The impact of a tournament on the direct and indirect use of water, and in developing capabilities and practices to increase water efficiency at tournament sites. These include the consequences of sea water desalination on energy use, greenhouse gas emissions and brine dumping in the ocean; the depletion of water resources nationally and internationally; and the environmental consequences of treating and disposing of waste water. These impacts are affected by the extent to which water is reused or recycled, and hazardous effluents are contained and managed in a low impact manner.	✓ Addressed through objective EN5
Workers' families' and communities' welfare	The impact that the recruitment of and conditions offered to migrant labour (employees, volunteers, contracted and subcontracted construction, manufacturing and services workers) for a tournament could have on the welfare of their families and communities in home countries, in particular the impact on care and education provided to children and labour supply and economic development for the local community.	x Decided that focus should be on workers' living and working conditions and recruitment; indirectly addressed through objectives H1-H3
Workers' living conditions	The changes in living conditions for contracted and subcontracted workers involved in infrastructure construction, services and product manufacturing related to a tournament; as well as on the local capabilities and/or systems that contribute to the long-term management of this topic in alignment with local law and international labour standards. The associated impacts are affected, among other things, by access to medical services and provision of decent accommodation, transportation and food and beverage.	✓ Addressed through objectives H1-H3; topic name changed to "workers' living and working conditions"
Workers' health and safety	The impact that infrastructure construction, services and product manufacturing related to a tournament could have on work-related accidents, injuries, illnesses and deaths, as well as overall health and safety capabilities and practices in the host country. These impacts are affected by the appropriate implementation of regulations, procedures, training and practices intended to prevent, mitigate, and, when required, remedy the consequences of any accident, injury or diseases workers might face. In the event of a fatal incident, this also includes taking action to support workers' families.	✓ Addressed through objectives H1-H3; topic name changed to "workers' living and working conditions"
Workforce development	Changes in individuals' knowledge and skills, particularly for local populations, which contribute to their employment opportunities, socio-economic conditions and productivity, as a result of training opportunities for employees, volunteers, and contracted and subcontracted workers associated with the preparation, staging and post-event activities of the tournament in the host country.	✓ Addressed through objective H4

Topics	Definition	Prioritisation
Working conditions	The changes in working conditions for workers involved in infrastructure construction, building materials production, services and product manufacturing related to the tournament. This includes the risk of child labour being used directly or indirectly in the preparation or staging of the tournament, including in the manufacturing of products and merchandise. The associated impacts are affected, among other things, by the provision of reasonable working hours, living wages (including on-time payment), adequate leave, professional development opportunities, and workers' ability to be represented to enable bargaining on their terms and conditions of employment. The impacts are also affected by exploitative recruitment practices, e.g. payment of recruitment fees and passport retention.	✓ Addressed through objectives H1-H3; topic name changed to "workers' living and working conditions" and "workers' recruitment"
Youth education and empowerment	The impact of football for development programmes implemented by tournament organisers on the development of awareness and skills (e.g. soft and life skills) by young people in the host country and the wider region in which the tournament takes place, leading to further professional education, empowerment and improved socio-economic conditions for them.	✓ Addressed through objective H5

In response to feedback received from internal and external stakeholders during the strategy development process, the following two cross-cutting issues were also included in our final list of material topics:

Topics	Definition	Prioritisation
Sustainable building	The impacts associated with the design, construction and operation of buildings, overlay and infrastructure related to the tournament. Sustainable buildings minimise negative environmental impacts throughout their lifecycle while promoting the well-being of users and occupants.	Addressed through objective EN1
Sustainable procurement	The sustainability impacts associated with the procurement, licensing and sponsorship activities related to the tournament. This includes the impacts of all products and services provided for the tournament through various suppliers, licensees and sponsors and their sub-contractors, including construction services, facilities management, venue signage and dressing, merchandise, food and beverage, IT equipment, security services, cleaning and waste management services, medical services, transport services and much more. It includes impacts related to topics included in this list, in particular in areas such as workers' living and working conditions, workers' recruitment, health, safety and security for attendees, participants and communities, local and regional value chain and business development, adaptability of infrastructure and services, environmental impacts, and compliance, anti-bribery, and anti-corruption.	Addressed through objective G2

Annexe B: Sustainability topics excluded from shortlist

The table below presents a list of sustainability topics that were reviewed and excluded from the shortlist of topics presented in Annexe A because they were considered either not directly applicable or of low relevance to the FIFA World Cup Qatar 2022.

Topics	Explanation
Opportunities for informal sector	The informal sector in Qatar is a very limited and not encouraged.
Respect for property rights/displacement	There has been no displacement involved in the construction of stadiums or other infrastructure in Qatar.
Rights of indigenous peoples	Locals in Qatar (Qatari nationals) do not face a high risk of rights violations.
Responsible political involvement	The risk of the use of undue influence to undermine the political process is low, given that one of the event organisers is a government entity. Positive influence on public policy is captured through other shortlisted topics.
Anti-competitive behaviour	This topic was deemed not to be relevant in the event management sector.
Fair marketing	There is a low risk of providing unfair, incomplete, misleading or deceptive information related to FIFA World Cup tickets or merchandise.
Animal welfare	Involvement of animals in opening and closing ceremonies is expected to be minimal. This issue will be considered in the development of the sustainable procurement programme for the tournament.

Annexe C: FIFA World Cup Qatar 2022™ Materiality Survey

Welcome

Thank you for taking the time to participate in this survey. The results of this survey will form the foundation for the development of the FIFA World Cup Qatar 2022™ Sustainability Policy and Strategy. FIFA, the FIFA World Cup Qatar 2022 LLC and the Supreme Committee for Delivery & Legacy are working jointly on this project.

In this survey, you will be presented with a list of sustainability topics which research has demonstrated are of relevance to mega-sporting events. We will ask you to help us identify the topics that should be prioritised to maximise the sustainability of the FIFA World Cup Qatar 2022. In particular, we will ask you to:

- choose and rank the most important topics for your organisation or stakeholder group; and
- choose and rank the significance of positive or negative impacts linked to each topic.

The survey will take approximately 15 minutes to complete. The individual answers from this survey will be treated confidentially.

We sincerely appreciate your efforts and contributions.

General Information

This first section of the survey seeks some general information about who you are and your status as a stakeholder of the FIFA World Cup Qatar 2022.

Please leave us your complete contact details so that we can keep you informed of progress and invite you to other consultation opportunities. Survey questions marked * are mandatory.

*Full name:

*Email address:

Phone number (optional):

*What institution or organisation do you represent/belong to?

*What stakeholder group do you represent/belong to?

Importance of topics

The preparation, staging and post-event activities of a mega-sporting event can generate a wide range of impacts on the economy, the natural environment and on people and communities, both in the host country and internationally. Some of these impacts are very positive, while there are also risks of adverse impacts.

We present below a list of 30 topics that capture these various impacts. This section of the survey is designed to gather your perspective on the most important topics for the sustainability of the FIFA World Cup Qatar 2022.

Please note that there are no right or wrong answers, we just seek your opinion as a stakeholder of the tournament. Also, the list does not include cross-cutting activities, such as procurement or green building standards certification, on purpose, as they contribute to various topics at the same time.

Question 1

In regard to the FIFA World Cup Qatar 2022, please choose and rank the seven (7) topics that you believe are most important to the organisation or stakeholder group you represent. To understand each topic in more detail, please refer to the attachment enclosed in your email for a full list of definitions [Annexe A].

<<Shortlist of 30 relevant topics included in Annexe A>>

Question 2

Please list any other topics you feel are important, but which you think are not being covered in the list above.

Significance of impact

This section of the survey is designed to gather your professional opinion on how significant the impact of the FIFA World Cup Qatar 2022 may be on each topic. Significance refers to the potential size and strength of this impact, being either positive or negative.

***Question 3**

To help us tailor the survey to your specific knowledge and expertise, please select the group of topics for which you are most able to assess the significance of impacts:

- Economic topics – select this option if you are most comfortable assessing topics that predominantly have an impact on economic output and employment.
- Environmental topics – select this option if you are most comfortable assessing topics that mostly have an impact on the natural environment.
- Social and human development topics – select this option if you are most comfortable assessing topics that mostly have an impact on the fabric of communities and individuals' welfare.
- General topics – select this option if you are comfortable assessing economic, environmental, social, as well as human development topics.

Significance of impact on economic topics**Question 4**

We are interested in your professional opinion on how significant the impact of the FIFA World Cup Qatar 2022 may be on the following economic topics. We present you with a list of four (4) topics; please rank the topics from the most significant impact (1) to the least significant impact (4). Please note that you can drag and drop the topics into the desired ranking.

If you need more information on any of the topics, please refer to the attachment enclosed in your email for a full list of definitions [Annexe A].

In assessing the impact on these topics, consider the size and strength of the changes that could be caused by the FIFA World Cup Qatar 2022 on the Qatari and international economy, whether positive or negative, in the short or long term. Ways of measuring the significance of impacts include revenue generation, employment generation and job quality, businesses creation, sector diversification and investment attraction, number of people affected, how much they would notice such changes in their lives and to what extent adverse effects could be remediated. Please note that you can drag and drop the topics into the desired ranking.

- adaptability of infrastructure and services
- economic performance
- local value chain and business development
- workforce development and retention

Question 4.1 (optional)

Please explain your rationale for how you have ranked the topics.

Significance of impact on environmental topics**Question 5**

We are interested in your professional opinion on how significant the impact of the FIFA World Cup Qatar 2022 may be on the following environmental topics. We present you with a list of five (5) topics; please rank the topics from the most significant impact (1) to the least significant impact (5). Please note that you can drag and drop the topics into the desired ranking.

If you need more information on any of the topics, please refer to the attachment enclosed in your email for

a full list of definitions [Annexe A].

In assessing the impact on these topics, consider the size and strength of the changes that could be caused by the FIFA World Cup Qatar 2022 on natural environments and the people that depend on them, in Qatar and internationally, whether positive or negative, in the short or long term. Ways of measuring the significance of impacts include the amount of emissions and their effects on people and businesses, amounts of natural resources used and potential depletion of natural environments that people depend on or value, number of people affected, how much they would notice such changes in their lives and to what extent adverse effects could be remediated.

- air, light, noise and other forms of pollution
- climate change
- land use and biodiversity change
- waste generation
- water production and use

Question 5.1 (optional)

Please explain your rationale for how you have ranked the topics.

Significance of impacts on social and human development topics**Question 6**

We are interested in your professional opinion on how significant the impact of the FIFA World Cup Qatar 2022 may be on the following social and human development topics. We present you with a list of 19 topics; please choose and rank the seven (7) topics that you believe are being or could be most significantly impacted.

If you need more information on any of the topics, please refer to the attachment enclosed in your email for a full list of definitions [Annexe A].

In assessing the impact on these topics, consider the size and strength of the changes that could be caused by the FIFA World Cup Qatar 2022 on individuals and communities, in Qatar and internationally, whether positive or negative, in the short or long term. People affected may include spectators, players, workers, volunteers, and local and international communities. Ways of measuring the significance of impacts include the number of people whose awareness, behaviours, rights and/or welfare could be affected by the FIFA World Cup Qatar 2022, how much they would notice such changes in their lives and to what extent adverse effects could be remediated.

- accessibility
- community cohesion
- cultural understanding
- diversity and anti-discrimination among participants and attendees
- diversity and anti-discrimination in the workforce
- freedom of expression
- healthy living
- human trafficking and abuse
- match integrity and anti-doping
- post-tournament asset use
- regional development and engagement
- safety and security for attendees, participants and communities
- traffic flow
- volunteerism
- workers' families' and communities' welfare

- workers' living conditions
- workers' health and safety
- working conditions
- youth education and empowerment

Question 6.1 (optional)

Please explain your rationale for how you have ranked the topics.

Significance of impacts

Question 7

We are interested in your professional opinion on how significant the impact of the FIFA World Cup Qatar 2022 may be on the following economic, environmental, social, as well as human development topics. We present you with a list of 30 topics; please choose and rank the seven (7) topics that you believe are being or could be most significantly impacted.

If you need more information on any of the topics, please refer to the attachment enclosed in your email for a full list of definitions [Annexe A].

In assessing the impact on these topics, consider the size and strength of the changes that could be caused by the FIFA World Cup Qatar 2022 on economies, natural environments, communities and individuals, in Qatar and internationally, whether positive or negative, in the short or long term. Focus particularly on the number of people whose socio-economic conditions, rights and/or well being could be affected by the tournament, how much they would notice such changes in their lives and to what extent adverse effects could be remediated.

<<Shortlist of 30 relevant topics included in Annexe A>>

Question 7.1 (optional)

Please explain your rationale for how you have ranked the topics.

Ability to influence topics

This section of the survey is designed to gather your perspective on the ability of the FIFA World Cup Qatar 2022 organisers (FIFA, FIFA World Cup Qatar 2022 LLC, and the Supreme Committee for Delivery and Legacy) to influence or control impacts on each topic.

Question 8

Please rate all 30 topics in terms of the joint ability that the FIFA World Cup Qatar 2022 organisers have to influence or control the enhancement of positive impacts or reduction of negative impacts associated with each topic, based on the ranking below.

If you need more information on any of the topics, please refer to the attachment enclosed in your email for a full list of definitions [Annexe A].

- 1 – full control
- 2 – significant control or high influence
- 3 – some control or some influence
- 4 – very little influence
- 5 – no influence
- I don't know

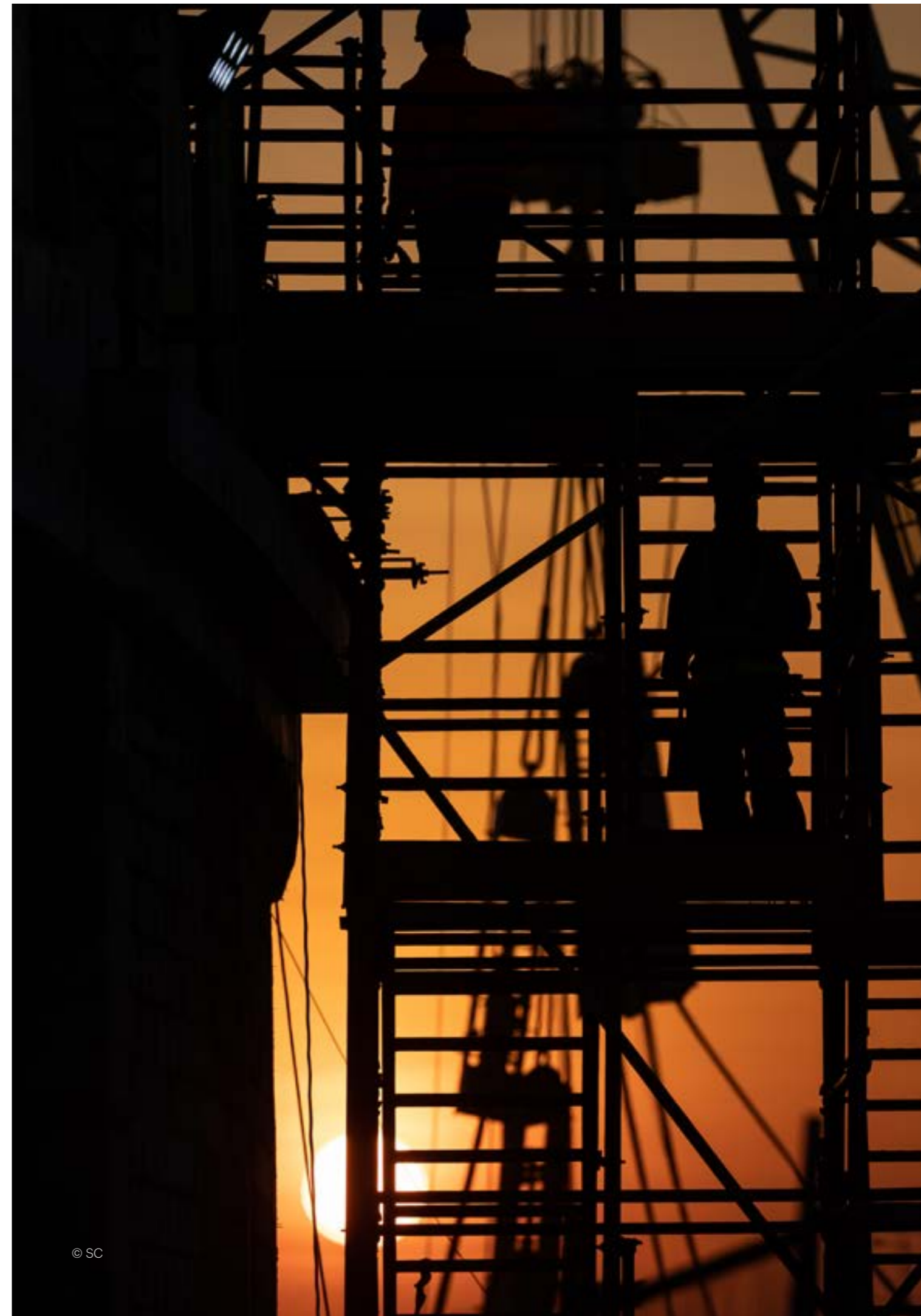
<<Shortlist of 30 relevant topics included in Annexe A>>

General Comments

Please provide any other general comments you would like us to take into consideration when defining priorities and developing the Sustainability Policy and Strategy for the FIFA World Cup Qatar 2022.

Thank you

Thank you for completing this survey; your input is extremely valuable and will support us in developing a relevant and impactful Sustainability Policy and Strategy for the FIFA World Cup Qatar 2022.



Annexe D: Summary of additional relevant topics raised by stakeholders

The table below presents a summary of additional relevant topics raised by stakeholders during the materiality assessment process. It is important to note that many additional topics were raised by external and internal stakeholders pertaining to their particular fields as well as suggestions for action, which were each considered by tournament organisers. The list below only covers topics that were raised by multiple stakeholders or deemed by the organisers as critical to highlight in this document.

Rights holder group	Description
Respect for international human rights standards; human rights for workers	The principles of human rights are an important part of the strategy. Many of the material topics listed encompass human rights issues – including topics such as working conditions; workers’ living conditions; workers’ health and safety; cultural understanding; safety and security for attendees, participants and communities; freedom of expression; and diversity and anti-discrimination among participants and attendees. In parallel to the materiality assessment, we conducted a separate human rights impact assessment to determine the salient human rights issues for the FIFA World Cup Qatar 2022 to be addressed by the strategy.
Retention of skilled expatriate talent in Qatar post-2022	Tournament organisers sought to address this topic through objective H4 in the strategy, developed to address the topics of workforce development and retention. Reference is made to retention of skilled expatriates in the context section for that objective in the strategy, and a particular initiative (outplacement support for FIFA World Cup Qatar 2022 employees) is designed to address this topic.
Political stability; diplomatic relations with neighbouring countries	The tournament organisers do not consider political stability or diplomatic relations to be an impact of the FIFA World Cup Qatar 2022 or a relevant topic that the FIFA World Cup Qatar 2022 can or should seek to address. Indeed, as per Article 4 of the FIFA Statutes, “FIFA remains neutral in matters of politics and religion”.
Women’s empowerment and gender equality; gender equality through sports; women’s sport and the allocation of permanent clubs	Gender equality is considered to be an important topic by the tournament organisers, although the level of influence and significance of impacts for this topic resulting from the activities related to the men’s FIFA World Cup Qatar 2022 is considered to be limited. Nonetheless, this topic is addressed through some objectives and initiatives in the strategy, including objective H5, which focuses on youth empowerment and engagement, and objective S3, which focuses on inclusivity.
Preserving the religious teachings, traditions and customs of Qatari society; preserving the identity of Arab and Qatari values and ethics; changing the concept of the local community in dealing with foreigners	These are considered to be material topics by the tournament organisers, and are addressed through objective S2 in the strategy focused on cultural understanding.
Energy usage, consumption, conservation and management; renewable energy	This topic is considered to be material by the tournament organisers, and is addressed through objective EN2 in the strategy focused on GHG emissions.
Accommodation availability; stadium infrastructure; airport capacities; competition venue delivery	The material topics of adaptability of infrastructure and services and post-tournament sites and asset use are considered by the tournament organisers to encompass these topics. The corresponding objectives addressing these topics in the sustainability strategy (EC2 and EC3) are defined to ensure market needs are met during the tournament, while avoiding overdevelopment of sectors that may struggle after the tournament, and facilitating long term community and business uses for FIFA World Cup Qatar 2022 stadiums, training sites and assets. Issues related to the on time delivery of infrastructure are addressed through other tournament strategies.
Legacy; sustainable legacies	The tournament organisers view legacy as an essential outcome of all objectives of the sustainability strategy. This perspective is highlighted in the executive forewords of the strategy, and in many of the policy commitments in the strategy.

Annexe E: Rights holder groups identified for the FIFA World Cup Qatar 2022™

The table below captures the list of rights holder groups whose human rights could potentially be negatively impacted through the operations or business relationships linked to the FIFA World Cup Qatar 2022.

Rights holder group	Description
Construction workers	Construction workers are primarily low-skilled men working on construction sites in Qatar on fixed-term, renewable contracts. These workers are typically from low-income countries, mainly in Asia but also Africa, and unaccompanied by their families.
Construction workers’ families and communities	Construction workers’ families and communities are generally from rural, low income communities, mainly in Asia and Africa, receiving remittances from construction workers in Qatar.
Facilities management, hospitality services and other tournament temporary workers	Facilities management, hospitality services and tournament temporary workers include security guards, cleaning and maintenance staff, caterers, drivers and other transportation staff, and hotel and other accommodation staff in Qatar.
Building materials workers	Building materials workers work at quarries and construction manufacturing sites all over the world producing building materials, such as sand, concrete, glass and steel.
Product manufacturing workers	Product manufacturing workers are those involved in the manufacturing of merchandise and other products that are sold during a mega-sporting event, such as t-shirts, hats, scarves, books, toys, etc., often from East Asia (Bangladesh, China, etc.).
Event organiser employees	Event organiser employees are primarily high-skilled employees working directly for the organisers of a mega-sporting event.
Volunteers	Volunteers are those who work willingly to organise and deliver a mega-sporting event without pay, and may include Qatari nationals, as well as international volunteers; usually, many of them are young people.
Attendees	Attendees are all people physically attending a mega-sporting event, primarily as spectators or support staff for participating athletes, including sports fans from all over the world and local residents.
Athletes	Athletes are those traveling to Qatar to participate in a mega-sporting event, irrespective of whether or not they compete.
Participating media representatives and journalists	Participating media representatives and journalists are people who provide news and information for the public about the preparation, staging, and post-event activities of a mega-sporting event in Qatar.
Human rights defenders	Human rights defenders are people who, individually or with others, act to promote or protect human rights. They call attention to violations and abuses by any actor, including governments, businesses, individuals, groups and non state actors.
Local communities in Qatar	Local communities include Qatari nationals and international expatriates living in Qatar near the locations of a mega-sporting event.
Wider community	The wider community is the global community of all people, whether or not they are football fans or spectators of a mega-sporting event.

Annexe F: Human rights salience analysis for the FIFA World Cup Qatar 2022™

The table below presents the human rights issues that may be linked to the preparation, staging and post-event activities of the FIFA World Cup Qatar 2022, as well as the human rights and rights holders that may be impacted by such issues, and the prioritisation status of all issues at the end of the strategy development process. All human rights issues assessed to have the highest level of salience (Tier 1) are addressed by the strategy. In addition, some issues assessed to have Tier 2 or Tier 3 salience are also addressed by the strategy when they align

with material topics. Our objectives and initiatives are designed to address issues within the parameters of Qatar's legal and regulatory framework, while also supporting the Qatari government with continued reform at the national level to ensure compliance with international human rights law and protect and promote human rights in Qatar. The final table of salient human rights issues aligned with material topics can be found under Annexe 3 of the [FIFA World Cup Qatar 2022™ Sustainability Strategy](#).

Human rights issue	Human rights impacted (drawn from the Universal Declaration of Human Rights)	Right holders impacted													
		Construction workers	Operational services workers	Building materials workers	Product manufacturing workers	Tournament organiser employees	Volunteers	Attendees	Athletes	Participating media representatives	Human rights defenders	Local communities	Wider community	Construction workers families and communities	Prioritisation in strategy
Issues for attendees, participants, and communities															
Access to essential services, such as health and sanitation services	Right to medical care and necessary social services; right to freedom from discrimination											●			x
Access to information	Right to seek, receive and impart information												●		x
Accessibility	Right to freedom from discrimination; right to participate in cultural life						●		●						✓
Appropriate security practices and access restrictions	Right to freedom from discrimination; right to freedom of movement						●		●						✓
Appropriate security practices and use of force	Right to privacy; right to freedom from degrading treatment						●	●	●	●					✓
Arbitrary detention	Right to privacy; right to freedom from discrimination; right to freedom of movement								●	●					✓
Arbitrary interference	Right to privacy; right to freedom from discrimination								●	●					✓
Exposure to extreme heat and humidity	Right to life; right to a standard of living adequate for health and well-being						●	●							x
Exposure to harassment or abuse from recruitment agents	Right to security; right to freedom from degrading treatment													●	x
Exposure to hate speech and harassment	Right to freedom from discrimination; right to freedom from degrading treatment						●	●			●				✓
Exposure to petty crime	Right to own property; right to security						●				●				x
Exposure to terrorist attacks and other major security threats	Right to life; right to security						●	●			●				✓
Exposure to violent behaviour from fans	Right to life; right to security						●	●			●				✓
Limitation of cultural practices offering	Right to participate in cultural life												●		x
Reduced or unstable family income	Right to a standard of living adequate for health and well-being; right to education													●	x
Reduced participation in and development of local economies	Right to a standard of living adequate for health and well-being; right to social security													●	x
Restriction of freedom of movement	Right to freedom from discrimination; right to freedom of movement											●			x
Restriction of religious worship and observance	Right to freedom of thought, conscience and religion						●								x
Restriction or punishment of individuals on account of their clothing or behaviour	Right to freedom of opinion and expression; right to freedom from discrimination						●								✓
Restriction or punishment of the expression of thoughts or opinions	Right to freedom of opinion and expression; right to seek, receive and impart information						●	●	●	●		●			✓
Separation of families and inadequate childcare	Right to family life; right to education													●	x
Use of performance-enhancing drugs	Right to life; right to adequate standard of living for health and well-being							●							x

● Tier 1 ● Tier 2 ● Tier 3

Human rights issue	Human rights impacted (drawn from the Universal Declaration of Human Rights)	Right holders impacted														Prioritisation in strategy
		Construction workers	Operational services workers	Building materials workers	Product manufacturing workers	Tournament organiser employees	Volunteers	Attendees	Athletes	Participating media representatives	Human rights defenders	Local communities	Wider community	Construction workers' families and communities		
Issues for workers																
Abuse of apprenticeship schemes	Right to education; right to just and favourable conditions of work; right to freedom from slavery and forced labour				●										✓	
Access to adequate food	Right to a standard of living adequate for health and well-being	●													✓	
Access to grievance and remediation mechanism	Right to effective remedy; right to recognition as a person before the law	●	●			●									✓	
Access to healthcare	Right to a standard of living adequate for health and well-being	●													✓	
Adequate accommodation	Right to a standard of living adequate for health and well-being; right to privacy; right to rest and leisure	●	●		●										✓	
Adequate leave	Right to freedom from slavery and forced labour; right to rest and leisure; right to family	●	●												✓	
Adequate wages and on-time payment	Right to just and favourable conditions of work; right to just and favourable remuneration; right to a standard of living adequate for health and well-being; right to freedom from slavery and forced labour	●	●	●	●										✓	
Child labour	Right to education			●	●										✓	
Collective bargaining	Right to just and favourable remuneration	●	●	●	●										✓	
Contract substitution post-arrival; restriction of ability to leave or change employer	Right to work; right to free choice of employment; right to freedom from slavery and forced labour	●	●												✓	
Discrimination and lack of equal opportunity	Right to freedom from discrimination; right to just and favourable remuneration; right to equal pay for equal work	●	●	●	●	●		●		●					✓	
Engagement in cultural practices and participation in cultural life in Qatar	Right to participate in cultural life	●	●												x	
Exposure to extreme heat and humidity	Right to just and favourable conditions of work; right to life; right to a standard of living adequate for health and well-being	●													✓	
Freedom of association	Right to form and join trade unions	●	●	●	●										✓	
Freedom of movement in host country during leisure hours	Right to freedom of movement; right to rest and leisure	●	●												✓	
Freedom of religious worship and observance	Right to freedom of thought, conscience and religion	●	●												x	
Harassment	Right to freedom from discrimination; right to freedom from degrading treatment	●	●	●	●	●		●		●					✓	
Job segregation	Right to work; right to freedom from discrimination	●													✓	
Passport retention; provision of appropriate visa and work and residence permits; travel notification requirement	Right to freedom of movement; right to freedom from discrimination; right to freedom from slavery and forced labour	●	●												✓	
Professional development	Right to education; right to work	●	●												x	
Prostitution and sexual abuse	Right to freedom from slavery; right to freedom from degrading treatment; right to freedom from discrimination		●									●			x	
Reasonable hours and breaks	Right to just and favourable conditions of work; right to rest and leisure; right to freedom from slavery and forced labour	●	●	●	●										✓	
Recruitment charges and debt	Right to freedom from slavery and forced labour; right to just and favourable remuneration	●	●												✓	
Safety and security in accommodation sites	Right to security; right to own property	●	●												✓	
Work-related injuries and ill health	Right to just and favourable conditions of work; right to life	●	●	●	●										✓	

Annexe G: FIFA World Cup Qatar 2022™ Human Rights Survey

Welcome

Thank you for taking the time to participate in this survey.

As part of the process to develop the FIFA World Cup Qatar 2022™ Sustainability Policy and Strategy, we are assessing the topics that should be prioritised to maximise the sustainability of the FIFA World Cup Qatar 2022. FIFA, the FIFA World Cup Qatar 2022 LLC and the Supreme Committee for Delivery & Legacy are working jointly on this project.

In alignment with the United Nations Guiding Principles on Business and Human Rights (UNGP), companies of all types have a responsibility to identify and address the adverse human rights impacts with which they are involved through their own activities or as a result of their business relationships. We have commissioned an assessment of human rights impacts related to the preparation, staging and post-event activities of the FIFA World Cup Qatar 2022. The results of this survey and the overall assessment will help us to identify and prioritise impacts to address as part of the Sustainability Policy and Strategy.

In this survey, you will be presented with a series of human rights issues which could be relevant to a mega sporting event and related rights holders. We will ask you to help us assess the salience* of those issues for the FIFA World Cup Qatar 2022.

The survey will take approximately 15-30 minutes to complete. The individual answers from this survey will be treated confidentially.

Please note that this survey is a first step in a larger stakeholder engagement process. We will invite external stakeholders to provide further input on specific issues at later stages in the policy and strategy development process. We sincerely appreciate your efforts and contributions.

*According to the UNGP reporting framework, a company's salient human rights issues are the human rights at risk of the most severe negative impact through the company's activities or business relationships.

General information

This first section of the survey seeks some general information about who you are and your status as a stakeholder of the FIFA World Cup Qatar 2022.

Please leave us your complete contact details so that we can keep you informed of progress and invite you to other consultation opportunities. Survey questions marked * are mandatory.

*Full name:

*Email address:

Phone number (optional):

*What institution or organisation do you represent/belong to?

*What stakeholder group do you represent/belong to?

Rights holders impacted

The preparation, staging and post-event activities of a mega-sporting event can generate a wide range of impacts on human rights, both in the host country and internationally. While some of these impacts can be positive, there are also risks of adverse impacts, and these are the focus of a human rights salience assessment.

This section of the survey is designed to gather your perspective on the groups of rights holders whose human rights could potentially be negatively impacted through the activities of a mega-sporting event hosted in Qatar.

Question 1

We present below a list of 13 groups of rights holders which have been identified as relevant during the preparation, staging, and post-event activities of a mega-sporting event hosted in Qatar.

<<List of rights holder groups included in Annexe E>>

Please list any other groups of rights holders that you consider could potentially be impacted by a mega-sporting event in Qatar, but which you think are not being covered in the list above.

Instructions for assessing salience of human rights issues

In the next questions, you will be presented with a series of human rights issues which could be relevant to a mega-sporting event. We will ask you to help us assess the salience of those issues for the FIFA World Cup Qatar 2022, considering the scale, scope, remediability and likelihood of the impact resulting from the tournament preparation, staging and post-event activities.

This survey will contain 13 sections, one for each group of rights holders (listed on the previous page). Each section will include a set of issues of relevance for the respective rights holders. Please refer to the attachment enclosed in your email entitled "list of human rights issues" for an overview of the issues for each of the 13 rights holder groups, as well as a list of the human rights that may be adversely impacted in relation to each of the individual issues.

We will ask you to assess each of the following four factors of salience for each issue:

1. Scale – how grave would the potential impact be for rights holders?

- Major: may result in death or irreversible loss of physical or mental capabilities
- Moderate: may result in bodily harm, infection, disease or psychological damage
- Minor: not likely to cause bodily harm, infection, disease or psychological damage

2. Scope – approximately how many people could be affected by the potential impact?

- Major: 5000+ people
- Moderate: 500-5,000 people
- Minor: 1-500 people

3. Remediability – could a remedy restore a victim to the same or equivalent position before harm?

- Not remediable: potential harm is not remediable
- Possibly remediable: remedy may only partially return a victim to same or equivalent position
- Fully remediable: remedy will restore a victim to same or equivalent position

4. Likelihood – how likely is the potential impact to occur within the next five years?

- Highly likely: rights holders are currently at risk, or it is highly likely that they will be within the next five years
- Possible: rights holders are not currently at risk but it is likely that the risk will occur within the next five years
- Unlikely: although there is a risk, it is unlikely to occur within the next five years.

Important: note that salience should be assessed on the basis of inherent risks arising from the operating context and activities for a mega-sporting event in Qatar, as well as known challenges. Your assessment should factor in the current state of affairs in the country including recent policy changes and local practices to prevent, mitigate and remedy adverse human rights impacts.

1. Rights holder – construction workers

Construction workers are primarily low-skilled men working on construction sites in Qatar on fixed-term, renewable contracts. These workers are typically from low-income countries, mainly in Asia but also Africa, and unaccompanied by their families.

Question 1

Please provide your assessment of the salience for the FIFA World Cup Qatar 2022 of the following 21 human rights issues related to construction workers.

When assessing salience, please consider the impact the preparation, staging, and post-event activities of the FIFA World Cup Qatar 2022 could potentially have on rights associated with these issues.

For any issue you are unable to assess, or which you believe not to be relevant in the context of the FIFA World Cup Qatar 2022, you may leave all options blank.

Scale	Scope	Remediability	Likelihood
			CW1: Access to food
			CW2: Access to grievance and remediation mechanism
			CW3: Adequate accommodation
			...
			<<List of 21 human rights issues related to construction workers included in survey attachment>>

Question 2

Please list any other issues for construction workers that you consider salient, but which you think are not being covered in the list above.

Question 3

If you would like to explain or further comment on your assessment of salience for any of the issues above, please use the space below. Please be sure to indicate which specific issues your comment(s) address by referring to the relevant issue code (e.g. CW1).

Note: the next 12 sections of the survey were structured exactly in the same way as the section above, for each of the remaining 12 rights holder groups and the issues of relevance to them, included in the survey attachment. To minimise the length of this document, we have not reproduced all 12 sections here.

General comments

Please provide any other general comments you would like us to take into consideration when defining human rights-related priorities and developing the Sustainability Policy and Strategy for the FIFA World Cup Qatar 2022.

Thank you

Thank you for completing this survey; your input is extremely valuable and will support us in developing a relevant and impactful Sustainability Policy and Strategy for the FIFA World Cup Qatar 2022.

Survey attachment: list of human rights issues

The table below captures a list of human rights issues that may be linked to the preparation, staging and post-event activities of mega-sporting events in Qatar, as well as the human rights that may be impacted by such issues. The purpose of this list is to provide a basis from which to identify the issues with the most salience for the FIFA World Cup Qatar 2022.

Rights holder group	Description	Human rights impacted <small>(The rights impacted included in this column are drawn from the Universal Declaration of Human Rights)</small>
1. Construction workers	CW1: Access to food	Right to a standard of living adequate for health and well-being
Construction workers are primarily low-skilled men working on construction sites in Qatar on fixed-term, renewable contracts. These workers are typically from low income countries, mainly in Asia but also Africa, and unaccompanied by their families.	CW2: Access to grievance and remediation mechanism	Right to effective remedy; right to recognition as a person before the law
	CW3: Adequate accommodation	Right to a standard of living adequate for health and well-being; right to privacy; right to rest and leisure
	CW4: Adequate leave	Right to freedom from slavery; right to rest and leisure; right to family
	CW5: Adequate wages and on time payment	Right to just and favourable conditions of work; right to just and favourable remuneration; right to a standard of living adequate for health and well-being
	CW6: Collective bargaining	Right to just and favourable remuneration
	CW7: Contract substitution post arrival	Right to work; right to free choice of employment
	CW8: Engagement in cultural practices and participation in cultural life in Qatar	Right to participate in cultural life
	CW9: Exposure to extreme heat and humidity	Right to just and favourable conditions of work; right to life; right to a standard of living adequate for health and well-being
	CW10: Female employment and provision of equal opportunities for men and women	Right to freedom from discrimination
	CW11: Freedom of association	Right to form and join trade unions
	CW12: Freedom of movement in host country during leisure hours	Right to freedom of movement; right to rest and leisure
	CW13: Freedom of religious worship and observance	Right to freedom of thought, conscience and religion
	CW14: Job segregation	Right to work; right to freedom from discrimination

Rights holder group	Description	Human rights impacted (The rights impacted included in this column are drawn from the Universal Declaration of Human Rights)
1. Construction workers Construction workers are primarily low-skilled men working on construction sites in Qatar on fixed-term, renewable contracts. These workers are typically from low income countries, mainly in Asia but also Africa, and unaccompanied by their families.	CW15: Passport retention; provision of appropriate visa and work and residence permits; travel notification requirement	Right to freedom of movement; right to freedom from discrimination
	CW16: Professional development	Right to education; right to work
	CW17: Reasonable hours and breaks	Right to just and favourable conditions of work; right to rest and leisure
	CW18: Recruitment charges and debt	Right to freedom from slavery; right to just and favourable remuneration
	CW19: Safety and security in accommodation sites	Right to security; right to own property
	CW20: Wage discrimination	Right to freedom from discrimination; right to just and favourable remuneration; right to equal pay for equal work
	CW21: Work-related accidents and diseases	Right to just and favourable conditions of work; right to life
2. Construction workers' families and communities Construction workers' families and communities are rural, low-income communities, mainly in Asia and Africa, receiving remittances from construction workers in Qatar.	CF1: Reduced or unstable family income	Right to a standard of living adequate for health and well-being
	CF2: Reduced participation in and development of local economies	Right to a standard of living adequate for health and well-being; right to social security
	CF3: Separation of families and inadequate childcare	Right to family life; right to education
3. Facilities management, hospitality services and other tournament temporary workers Facilities management, hospitality services and tournament temporary workers include security guards, cleaning and maintenance staff, caterers, drivers and other transportation staff, and hotel and other accommodation staff in Qatar.	TM1: Access to grievance and remediation mechanism	Right to effective remedy; right to recognition as a person before the law
	TM2: Adequate accommodation	Right to a standard of living adequate for health and well-being; right to privacy; right to rest and leisure
	TM3: Adequate leave	Right to freedom from slavery; right to rest and leisure; right to family
	TM4: Adequate wages and on time payment	Right to just and favourable conditions of work; right to just and favourable remuneration; right to a standard of living adequate for health and well-being
	TM5: Collective bargaining	Right to just and favourable remuneration
	TM6: Contract substitution post arrival	Right to work; right to free choice of employment
	TM7: Engagement in cultural practices and participation in cultural life in Qatar	Right to participate in cultural life

Rights holder group	Description	Human rights impacted (The rights impacted included in this column are drawn from the Universal Declaration of Human Rights)
3. Facilities management, hospitality services and other tournament temporary workers Facilities management, hospitality services and tournament temporary workers include security guards, cleaning and maintenance staff, caterers, drivers and other transportation staff, and hotel and other accommodation staff in Qatar.	TM8: Freedom of association	Right to form and join trade unions
	TM9: Freedom of movement in host country during leisure hours	Right to freedom of movement; right to rest and leisure
	TM10: Freedom of religious worship and observance	Right to freedom of thought, conscience and religion
	TM11: Passport retention; provision of appropriate visa and work and residence permits; travel notification requirement	Right to freedom of movement; right to freedom from discrimination
	TM12: Prostitution and sexual abuse	Right to freedom from slavery; right to freedom from degrading treatment; right to freedom from discrimination
	TM13: Reasonable hours and breaks	Right to just and favourable conditions of work; right to rest and leisure
	TM14: Recruitment charges and debt	Right to freedom from slavery; right to just and favourable remuneration
	TM15: Safety and security in accommodation sites	Right to security; right to own property
	TM16: Sexual harassment	Right to freedom from discrimination; right to freedom from degrading treatment
	TM17: Wage discrimination	Right to freedom from discrimination; right to just and favourable remuneration; right to equal pay for equal work
	TM18: Work-related accidents and diseases	Right to just and favourable conditions of work; right to life
4. Building materials workers Building materials workers work at quarries and construction manufacturing sites all over the world producing building materials, such as sand, concrete, glass and steel.	BM1: Working conditions (adequate wages and on-time payment; reasonable hours; work related accidents and diseases; freedom of association; freedom to collectively bargain; child labour)	Right to just and favourable conditions of work; right to just and favourable remuneration; right to a standard of living adequate for health and well-being; right to rest and leisure; right to life; right to form and join trade unions; right to just and favourable remuneration; right to education

Rights holder group	Description	Human rights impacted (The rights impacted included in this column are drawn from the Universal Declaration of Human Rights)
5. Product manufacturing workers Product manufacturing workers are those involved in the manufacturing of merchandise and other products that are sold during a mega-sporting event, such as t-shirts, hats, scarves, books, toys, etc., often from the far East (Bangladesh, China, etc.).	PM1: Abuse of apprenticeship schemes	Right to education; right to just and favourable conditions of work
	PM2: Adequate accommodation	Right to a standard of living adequate for health and well-being; right to privacy; right to rest and leisure
	PM3: Adequate wages and on time payment; reasonable hours	Right to just and favourable conditions of work; right to just and favourable remuneration; right to a standard of living adequate for health and well-being; right to rest and leisure
	PM4: Child labour	Right to education
	PM5: Collective bargaining	Right to just and favourable remuneration
	PM6: Freedom of association	Right to form and join trade unions
	PM7: Sexual harassment	Right to freedom from discrimination; right to freedom from degrading treatment
	PM8: Work-related accidents and diseases	Right to just and favourable conditions of work; right to life
6. Event organiser employees Event organiser employees are primarily high-skilled employees working directly for the organisers of a mega sporting event.	EO1: Access to grievance and remediation mechanism	Right to effective remedy; right to recognition as a person before the law
	EO2: Female employment and provision of equal opportunities for men and women	Right to freedom from discrimination; right to just and favourable remuneration; right to equal pay for equal work
	EO3: Sexual harassment	Right to freedom from discrimination; right to freedom from degrading treatment
7. Volunteers Volunteers are those who work willingly to organise and deliver a mega-sporting event without pay, and may include Qatari nationals, as well as international volunteers, many of them young people.	VO1: Discrimination in recruitment practices	Right to freedom from discrimination
	VO2: Prostitution and sexual abuse	Right to freedom from slavery; right to freedom from degrading treatment; right to freedom from discrimination
	VO3: Sexual harassment	Right to freedom from discrimination; right to freedom from degrading treatment
8. Attendees Attendees are all people physically attending a mega sporting event, primarily as spectators or support staff for participating athletes, including sports fans from all over the world and local residents.	ATT1: Appropriate security practices and access restrictions	Right to freedom from discrimination; right to freedom of movement

Rights holder group	Description	Human rights impacted (The rights impacted included in this column are drawn from the Universal Declaration of Human Rights)
9. Athletes Athletes are those traveling to Qatar to participate in a mega sporting event, irrespective of whether or not they compete.	ATT2: Appropriate security practices and use of force	Right to privacy; right to freedom from degrading treatment
	ATT3: Exposure to extreme heat and humidity	Right to life; right to a standard of living adequate for health and well-being
	ATT4: Exposure to hate speech	Right to freedom from discrimination; right to freedom from degrading treatment
	ATT5: Exposure to petty crime	Right to own property; right to security
	ATT6: Exposure to terrorist attacks and other major security threats	Right to life; right to security
	ATT7: Exposure to violent behaviour from fans	Right to life; right to security
	ATT8: Restriction of religious worship and observance	Right to freedom of thought, conscience and religion
	ATT9: Restriction or punishment of individuals on account of their clothing or behaviour	Right to freedom of opinion and expression; right to freedom from discrimination
	ATT10: Restriction or punishment of the expression of thoughts or opinions	Right to freedom of opinion and expression; right to seek, receive and impart information
	9. Athletes Athletes are those traveling to Qatar to participate in a mega sporting event, irrespective of whether or not they compete.	ATH1: Exposure to extreme heat and humidity
ATH2: Exposure to hate speech		Right to freedom from discrimination; right to freedom from degrading treatment
ATH3: Exposure to terrorist attacks and other major security threats		Right to life; right to security
ATH4: Restriction or punishment of the expression of thoughts or opinions		Right to freedom of opinion and expression; right to seek, receive and impart information
ATH5: Use of performance enhancing drugs		Right to life; right to adequate standard of living for health and well-being

Rights holder group	Description	Human rights impacted (The rights impacted included in this column are drawn from the Universal Declaration of Human Rights)
10. Participating media representatives and journalists	MJ1: Appropriate security practices and access restrictions	Right to privacy; right to freedom from degrading treatment
Participating media representatives and journalists are people who provide news and information for the public about the preparation, staging, and post-event activities of a mega-sporting event in Qatar.	MJ2: Arbitrary detention	Right to privacy; right to freedom from discrimination; right to freedom of movement
	MJ3: Arbitrary interference	Right to privacy; right to freedom from discrimination
	MJ4: Restriction or punishment of the expression of thoughts or opinions	Right to freedom of opinion and expression; right to seek, receive and impart information
11. Human rights defenders	DE1: Arbitrary detention	Right to privacy; right to freedom from discrimination; right to freedom of movement
Human rights defenders are people who, individually or with others, act to promote or protect human rights. They call attention to violations and abuses by any actor, including governments, businesses, individuals, groups and non state actors.	DE2: Arbitrary interference	Right to privacy; right to freedom from discrimination
	DE3: Restriction or punishment of the expression of thoughts or opinions	Right to freedom of opinion and expression; right to seek, receive and impart information
12. Local communities in Qatar	LC1: Access to essential services, such as health and sanitation services	Right to medical care and necessary social services; right to freedom from discrimination
Local communities include Qatari nationals and international expatriates living in Qatar near the locations of a mega-sporting event.	LC2: Restriction of freedom of movement	Right to freedom from discrimination; right to freedom of movement
13. Wider community	WC1: Access to information	Right to seek, receive and impart information
The wider community is the global community of all people, whether or not they are football fans or spectators of a mega-sporting event.	WC2: Limitation of cultural practices offering	Right to participate in cultural life
	WC3: Restriction or punishment of the expression of thoughts or opinions	Right to freedom of opinion and expression; right to seek, receive and impart information

Annexe H: Summary of human rights survey outcomes and actions

This annexe presents a summary of the human rights survey outcomes and actions. In particular, it displays additional rights holder groups that were suggested by survey respondents for inclusion in the salience analysis, and issues assessed to be of a higher level of salience by the survey respondents, as well as the response by tournament organisers to this feedback.

It is important to note that many additional points were raised by survey respondents, which were considered by the tournament organisers. The list below only covers topics that were of particular importance or raised by various stakeholders and thus deemed by the organisers as critical to present in this document.

Table 8: Additional rights holder groups proposed by human rights survey respondents

Rights holder group	Description
Children	Children constitute a vulnerable group among the rights holders that we have considered, including product manufacturing workers, construction workers' families and communities, local communities in Qatar and the wider community. This group would be too broad to address as a whole; however, specific issues have been assessed, including child labour, and separation of families and inadequate childcare.
Women and girls/potential victims of sex trafficking	Women and girls constitute a vulnerable group among almost all rights holders we have considered. This group would be too broad to address as a whole; however, the risks associated with specific issues that predominantly impact women have been assessed, including female employment and provision of equal opportunities for men and women, sexual harassment, and prostitution and sexual abuse.
Civil society activist organisations/ other journalists and activists in Qatar who are not covering the tournament but who speak out immediately before or during the games	These rights holders are considered to be part of the wider community, and risks associated with issues that might impact them, such as access to information and restriction or punishment of the expression of thoughts or opinions, have been assessed.
People with disabilities	People with disabilities constitute a vulnerable group to the groups we have considered, and related risks are covered under the issue of discrimination. In addition, we have included and evaluated accessibility as an additional issue for attendees and participating media representatives and journalists.
Union workers/trade unionists as a group can be specifically targeted for exercising their right to freedom of association and right to collectively bargain	Union workers in Qatar are considered to be human rights defenders, and risks to their rights as members of this group are identified and evaluated.
LGBTI+ communities	Individuals identifying as LGBTI+ constitute a vulnerable group to the groups we have considered, in particular athletes and attendees. As a group itself it would be too broad to address; however, specific issues that might impact these communities have been assessed, including appropriate security practices and access restrictions; appropriate security practices and use of force; exposure to hate speech; exposure to violent behaviour from fans; restriction or punishment of individuals on account of their clothing or behaviour; and restriction or punishment of the expression of thoughts or opinions.
Agricultural workers and food and beverage production workers living and working in Qatar and elsewhere around the world	Agricultural workers and food and beverage production workers are considered as part of product manufacturing workers, and risks associated with issues that might impact them have been assessed.

Table 9: Additional human rights issues assessed to be Tier 1 salience by human rights survey respondents

Rights holder group	Issue	Description
Athletes	Exposure to extreme heat and humidity	The tournament will take place between 21 November and 18 December 2022, when the historical average high in Qatar ranges from 24 to 28°C. The likelihood of exposure to extreme heat and humidity is therefore considered to be possible but not likely, with the severity of any impact minor to moderate. This issue has therefore not been promoted to Tier 1 salience.
Attendees	Exposure to extreme heat and humidity	The tournament will take place between 21 November and 18 December 2022, when the historical average high in Qatar ranges from 24 to 28°C. The likelihood of exposure to extreme heat and humidity is therefore considered to be possible but not likely, with the severity of any impact minor to moderate. This issue has therefore not been promoted to Tier 1 salience.
Construction workers' families and communities	Reduced or unstable family income	The tournament organisers acknowledge that there is some risk of this resulting from a lack of adequate wages and on-time payment or the imposition of recruitment charges and debt for construction workers. Those risks have been prioritised and addressed through objectives H1-H3 in the strategy. In addition, some of the safeguards being developed by the Qatari authorities are designed to help reduce those risks. This includes the Wage Protection System and the minimum wage, designed to ensure regular, timely and adequate payment of workers, and efforts by the Qatari government to identify and blacklist recruitment agencies that charge illegal fees to workers.
	Separation of families and inadequate childcare	While the tournament organisers acknowledge that there is some risk of this when parents migrate for work to Qatar and cannot bring their families, the scope of individuals affected is expected to be relatively small in the Qatari context, as most migrant workers in the construction (and other) industries in Qatar are single men without families. In addition, many workers with families earn more money in Qatar than they would otherwise be able to in their home countries, and this can be used by their families to support childcare in some cases. This issue has therefore not been promoted to Tier 1 salience.
Facilities management, hospitality services and other tournament temporary workers	Prostitution and sexual abuse	As a result of this issue receiving a Tier 1 salience rating from survey respondents, we sought to better understand the nature, likelihood, and scope of the risks related to a mega-sporting event in Qatar through additional desktop research and engagement with several human rights stakeholders with knowledge of the issue. This process confirmed that the evidence that trafficking for prostitution increases around large sporting events is inconclusive. The issue has therefore not been promoted to Tier 1 salience; however, the tournament organisers will seek to address the risks related to this issue through several initiatives in the strategy. This is an issue that we will aim to discuss with hotels in our engagements with them related to the tournament, encouraging initiatives such as training for staff to recognise indicators of human trafficking and to report suspicions. We will also review and, if needed, aim to enhance or supplement national grievance and remedy mechanisms available for victims of sex trafficking and abuse.
Product manufacturing workers	Abuse of apprenticeship schemes	Survey respondents evaluated this issue to be possibly remediable rather than fully remediable, and tournament organisers agree that the harm resulting from the abuse of apprenticeship schemes may not be fully remediable in some cases. The issue has been promoted to Tier 1 salience, and is addressed through objectives H1-H3 in the strategy.

Table 9: Additional human rights issues assessed to be Tier 1 salience by human rights survey respondents

Rights holder group	Issue	Description
	Adequate accommodation	Given that product manufacturing often occurs in East Asia, most product manufacturing workers may not be housed by the company they work for, and therefore the scope for this issue is considered to be moderate. However, the scope for the issue concerning adequate wages and on-time payment, which enables decent living conditions, was ranked "major". Nevertheless, this Tier 2 issue will be addressed through objectives H1-H3 in the strategy.
	Child labour	As likelihood and severity for child labour varies depending on the countries where merchandise and other products that are sold during a mega-sporting event are manufactured, we opted for a moderate ranking for this issue to reflect different contextual risks. Nevertheless, this Tier 2 issue will be addressed through objectives H1-H3 in the strategy.

Annexe I: Summary of human rights interview outcomes and actions

This annexe presents a summary of the key input received from stakeholders through the human rights interviews, and the response by tournament organisers.

It is important to note that many additional points have been raised by interviewees, which were considered by the tournament organisers. The list below only covers topics that were of particular importance or raised by various stakeholders and thus deemed by the organisers as critical to present in this document.

Stakeholder input	Response by tournament organisers
A comprehensive system is needed to facilitate the reporting of grievances related to tournament human rights impacts and the remediation of these, and there should be greater transparency around grievances raised and the resolution of these.	Enhanced the description of the “operational-level grievance and remedy mechanisms” initiative in the strategy (under objectives H2, S3, S4 and S5) to include more details related to the tournament organisers’ plans in this regard.
Further action is needed to address the human rights risks associated with recruitment fees for workers.	Added an initiative to the strategy titled “recruitment fees reimbursement” under objective H2 in which we commit to continue to work with our contractors and other sub contracting parties to reimburse all workers engaged in the construction of FIFA World Cup Qatar 2022 sites for recruitment fees that they may have paid.
Tournament organisers should make clearer how they intend to contribute to advancing workers’ rights in Qatar at the national level.	Added an initiative to the strategy titled “legacy contribution to workers’ rights in Qatar” under objectives H1, H2 and H3 in which we commit to continue to play a pivotal role in contributing to the technical cooperation programme between Qatar and the ILO to ensure compliance with relevant international labour standards and achieve fundamental principles and rights at work in Qatar during the period 2018-20.
Qatari legal restrictions on migrant workers’ ability to change employer put workers’ rights at risk of forced labour and other human rights violations – tournament organisers should more clearly state how they intend to address this risk for workers linked to the FIFA World Cup Qatar 2022.	Added an initiative to the strategy titled “legacy contribution to workers’ rights in Qatar” under objectives H1, H2 and H3 in which we commit to continue to play a pivotal role in contributing to the technical cooperation programme between Qatar and the ILO to ensure compliance with relevant international labour standards and achieve fundamental principles and rights at work in Qatar during the period 2018-20. Removal of restrictions on workers’ ability to change employer is a key focus area of the technical cooperation programme.
Freedom of association should be assessed to have a Tier 1 level of salience due to the legal restrictions on trade unions in Qatar.	Revised freedom of association to be a Tier 1 human rights issue.
Tournament organisers should more clearly state how they intend to ensure adequate wages for workers linked to the FIFA World Cup Qatar 2022.	Added an initiative to the strategy titled “legacy contribution to workers’ rights in Qatar” under objectives H1, H2 and H3 in which we commit to continue to play a pivotal role in contributing to the technical cooperation programme between Qatar and the ILO to ensure compliance with relevant international labour standards and achieve fundamental principles and rights at work in Qatar during the period 2018-20. Adoption of a non-discriminatory minimum wage and establishment of a wage guarantee fund are key focus areas of the technical cooperation programme.

Stakeholder input	Response by tournament organisers
The issue of passport retention, provision of appropriate visa and work and residence permits and the travel notification requirement should be assessed to have a Tier 1 level of salience due to continuing restrictions on some workers’ ability to leave Qatar.	Revised this issue to be a Tier 1 human rights issue.
The tournament organisers should clarify the scope of objectives H1, H2 and H3 in the strategy and the commitments they are making to prevent or mitigate adverse human rights impacts for workers that are directly linked to their operations, products or services by their business relationships.	Added a table and further text to clarify the scope of objectives H1, H2 and H3 in the context section for objective H1.
The tournament organisers should directly address the issue of LGBTI+ rights and inclusivity at the FIFA World Cup Qatar 2022 through the strategy.	The tournament organisers are committed to implementing a number of initiatives to enable a welcoming and respectful environment for all participants and attendees at FIFA World Cup Qatar 2022 sites and events. These include: <ul style="list-style-type: none"> • FIFA diversity and discrimination programme (objective S2); • intercultural awareness and anti-discrimination guidance (objective S2); • human rights principles in safety and security training and guidance (objective S2); • inclusion of principles of press freedom in accreditation procedures (objective S3); • protection from undue restrictions or interference by third parties (objective S3); • Operational grievance and remedy mechanisms (S3); • Human rights adviser in tournament security command centre (objective S5).
The tournament organisers should directly address the issue of freedom of the press in the strategy, in particular to work or report on situations linked to FIFA World Cup Qatar 2022-related activities without undue restrictions or interference by third parties.	Added an initiative to the strategy titled “protection from undue restrictions or interference by third parties” in addition to the “inclusion of principles of press freedom in accreditation procedures” under objective S4.

Annexe J: External stakeholders engaged during the strategy development

This annexe presents all national and international external stakeholders which the tournament organisers invited to provide feedback during the strategy development process.

adidas	Football Supporters Europe
Al-Asmakh	Government Communication Office
ALKASS Sports Channels	Green Sports Alliance
Amnesty International	Gulf Center for Human Rights
Anheuser-Busch InBev	Gulf Labour Markets and Migration
Arab Federation for the Blind	Gulf Research Center
Arab Trade Union Confederation	Hamad International Airport
Ashghal	Hamad Medical Corporation
Aspire Zone Foundation	Human Rights Watch
ASTAD	Humanity United
Building and Wood Workers' International	Impactt Limited
Business and Human Rights Resource Centre	Inclusion and Special Needs Support Centre (Qatar University)
Centre for Access to Football in Europe	Institute for Human Rights and Business
Center for Business and Human Rights (New York University Stern School of Business)	International Academy of Sport Science and Technology
Center for International and Regional Study (Georgetown University in Qatar)	International Labour Organization
Center for Sustainable Development and Environmental Science Centre (Qatar University)	International Olympic Committee
Centre for the Study of Labour and Mobility	International Organization for Migration
Center for Volunteerism and Community Service (Qatar University)	International Service for Human Rights
CH2M Hill	International Trade Union Confederation
Child Development Center	Josoor Institute
Civil Aviation Authority	Kahramaa
The Coca-Cola Company	KBR
Committee to Protect Journalists	Kick4Life
Deutscher Fußball-Bund	Lekhwiya
Dolphin Energy	love.fútbol
Engineers Against Poverty	Maktaba
European University Institute	McDonald's
FIFPro (Fédération Internationale des Associations de Footballeurs Professionnels)	Mega-Sporting Events Platform for Human Rights
Football Against Racism in Europe	Ministry of Administrative Development, Labour and Social Affairs
	Ministry of Culture and Sports
	Ministry of Commerce and Industry

Ministry of Education and Higher Education	Research Center for Islamic Legislation and Ethics (Hamad Bin Khalifa University in Qatar)
Ministry of Energy and Industry	Right to Play
Ministry of Foreign Affairs	Russia 2018 Local Organising Committee
Ministry of Interior	Shafallah Center for Children with Special Needs
Ministry of Municipality and Environment	Shift
Ministry of Transport and Communications	South Pole
Mothers Autism Group	Special envoy of the Arab League Secretary General for Humanitarian Affairs of Qatar
Mowasalat	Street League
Msheireb Properties	streetfootballworld
NAAAS Group	Supreme Education Council
Nasser Bin Khaled Holding	Terre des Hommes
National Human Rights Committee	Tomoh for Voluntary Work Management
Office of the United Nations High Commissioner for Human Rights	Transparency International
Orville H. Schell, Jr. Center for International Human Rights (Yale Law School)	Turner International Middle East
Qatar Airways	UN Women
Qatar Autism Families Association	UN Working Group on Business and Human Rights
Qatar Computing Research Institute	UNI Global Union
Qatar Environment and Energy Research Institute	Union of European Football Associations (UEFA)
Qatar Financial Centre	United Nations Educational, Scientific and Cultural Organization (UNESCO)
Qatar Football Association	United Nations Framework Convention on Climate Change
Qatar Foundation	United Nations High Commissioner for Refugees (UNHCR)
Qatar Green Building Council	United Nations Children's Fund (UNICEF)
Qatar Museums Authority	Verité
Qatar National Bank	Visa
Qatar Petroleum	Weill Cornell Medical College (Cornell University)
Qatar Players Association	World Bank
Qatar Rail	World Federation of the Sporting Goods Industry
Qatar Shell	World Green Building Council – MENA
Qatar Social and Cultural Center for Blind	World Innovation Summit for Health
Qatar Social Work Foundation	Xavi Hernández
Qatar Stars League	Al Thakhira Youth Center
Qatar Tourism Authority	
Qatar Voluntary Center	
Qatar Volunteers Network	
Qatar Chamber of Commerce and Industry	
Qatari Diar Vinci Construction	